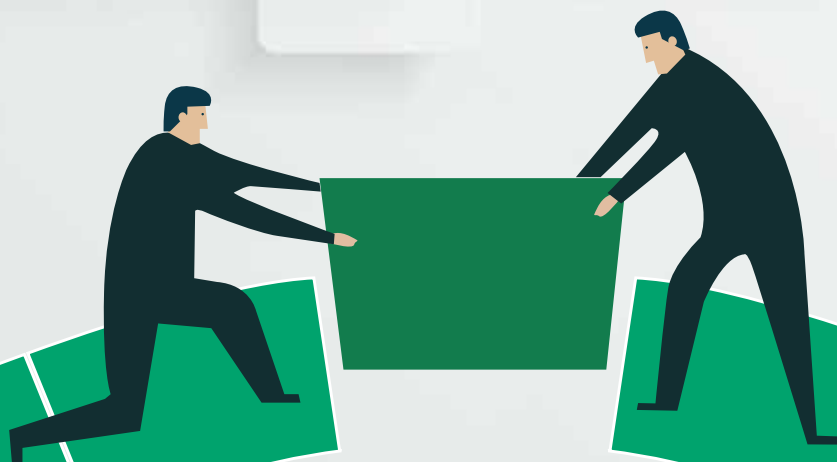


BUILDING BRIDGES CHANGING LIVES

ANNUAL REPORT 2014



Singapore
Corporation of
Rehabilitative
SCORE Enterprises

Building Bridges, Changing Lives



SCORE

**Singapore
Corporation of
Rehabilitative
Enterprises**

Building Bridges, Changing Lives

Singapore Corporation of Rehabilitative Enterprises (SCORE) was established as a statutory board under the Ministry of Home Affairs in 1976. SCORE plays an important role in the Singapore correctional system through the provision of rehabilitation and aftercare services to inmates and ex-offenders, hence contributing to a safer Singapore. SCORE adopts a multi-faceted approach to rehabilitation and reintegration, focusing on training, work programme, employment assistance, development of aftercare sector and community engagement.

One of its key community engagement initiatives is the Yellow Ribbon Project. The synergy achieved enhances the employability of ex-offenders, and prepares them for their eventual reintegration into the community.

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MISSION

We rehabilitate and help reintegrate offenders to become responsible and contributing members of society

VISION

- We build bridges of hope for offenders and their families
- We contribute to a safer community by successfully reintegrating offenders
- We exemplify and lead in creating a more compassionate society that offers second chances



VALUES



Honour

We live up to the highest standards of integrity

Oneness

We work as a team

People-oriented

We serve others to the best of our ability

Enterprising

We thrive in scarcity and see opportunities in crisis

CHAIRMAN'S MESSAGE



True to the Mission ... Despite the Challenges

Another year has passed and it is once again the time for us to reflect on the results of our efforts and organisational performance for the past year. Despite the many challenges that presented as the year progressed, SCORE has remained true to its mission and achieved numerous milestones in 2014.

One such achievement that directly impacts on offenders' rehabilitation is the official opening of Hope Café – Training Kitchen and Restaurant. This is the fruit of the collaborative efforts of SCORE, Singapore Workforce Development Agency and Singapore Prison Service. Hope Café – Training Kitchen and Restaurant – will provide industry-relevant skills training in a real world environment for offenders before they are released.

SCORE's development of its Second Laundry is another noteworthy highlight of 2014. The significance of this development lies in the opportunities to strengthen our laundry operations, foster stronger working relationships with our customers, and the development of new capabilities in providing transitional employment for ex-offenders.

These progress have demonstrated SCORE's dedication to its mission and progressive advancement in positively impacting on the lives of offenders and their loved ones, and at a broader level, in creating a more secure and inclusive Singapore society.


Enhancing Employability of Inmates

SCORE's mandate is to facilitate rehabilitation and reintegration of offenders through employment. In the Risk-Need-Responsivity (RNR) arena of research, lack of employment achievement is one of the central eight factors identified to be closely associated with the likelihood of criminal behaviour. Hence, SCORE's core focus is to enhance the employability of offenders while they are still serving time in the prisons, place them on jobs before they return to the community and help them to stay and remain employed upon their release.

In 2014, 96% of 1,938 ex-offenders assisted by SCORE secured a job before their release. The recidivism rate of those assisted by SCORE among the 2012 cohort was 25.8%, which is 1.8% lower than the general recidivism rate of 27.6% for the same cohort. These are encouraging results that spur us in our mission to facilitate rehabilitation and reintegration through employment.

Our initiatives in this area of enhancing offenders' employability is not restricted to skills training, job preparation and employment assistance. In 2014, we also explored enhancing the rehabilitative value of our work programmes in the Prison Workshops through a Behavioural Insights (BI) project. The pilot run of the project has since commenced at the start of 2015.

Continuing in the same vein aimed at lowering the recidivism rates, we will be implementing the next phase of the Employment Mindset Change Interventions in 2015. This entails developing a training component that targets specific social and emotional competencies to enable inmates to cope better with work challenges and adopt positive mindsets towards work and employment.



While we are constantly exploring new possibilities, we have not forgotten to evaluate and modify our current processes according to the changing operating landscape. In 2015, we intend to assess our work in job placement and review our training programmes for inmates and ex-offenders. Surveys and focus group discussions with beneficiaries and employers will be the necessary step for SCORE to deepen understanding of their perceptions on our employment assistance services and close gaps in our job placement processes.

In line with the nation's next wave of development in SkillsFuture, SCORE's training programmes will also be reviewed to ensure that inmates and ex-offenders receive training that responds to constantly evolving needs, under an environment that supports and celebrates lifelong learning. We are confident that the employability of offenders will continue to be enhanced through the plans we have in place in the coming year.

Facilitating Seamless Transition and Re-Entry

Our work is not complete within the prison walls. In facilitating seamless transition and re-entry into the society and workforce, it is important for offenders to possess relevant and applicable skills so that they can secure jobs and remain gainfully employed upon their release. The Hope Café – Training Kitchen and Restaurant was officially launched and opened in 2014 for this purpose. In addition to acquiring industry-relevant skills, offenders will be trained under circumstances that resemble the workplace in society, which helps familiarise them with real work environment and rigours in preparation for their future work placement.

Accommodation is a known challenge among many released offenders in the local context and is yet another important factor when facilitating offenders' re-entry into the community. In 2015, SCORE will be facilitating developments and expansion in the Shelter Programme under initiatives from the Taskforce on Drugs, so that accommodation support can be offered to needy offenders to facilitate their reintegration.

Developments in the Aftercare Sector

In 2014, SCORE continued to facilitate various developments so as to foster and build a vibrant aftercare sector. The Reintegration Puzzle Conference 2014 was co-organised with the Singapore Prison Service and Deakin University, to gather the aftercare community to share and learn best practices from both local and overseas counterparts, on issues such as the roles of community organisations in supporting individuals and families during imprisonment and after release. Under the Development of Offender Rehabilitation Personnel (DORP) programme, staff from the Halfway Houses under the Halfway House Service Model (HSM) were also trained and certified on Substance Abuse Therapy.

This year, as we celebrate the 15th Anniversary of the CARE Network, we are reminded that the CARE Network is the embodiment of the complexities of rehabilitating offenders as well as our commitment to facilitate the successful reintegration and rehabilitation of offenders. In this year, CARE Network will commence research that is approved under the Taskforce on Drugs so that more aftercare agencies may be better equipped with the relevant knowledge to provide assistance to ex-offenders under their respective ambit.

Acknowledgement

Amidst all the buzz of the routine activities and initiatives in the new work year, I would like to take a moment to appreciate the commitment and trust placed upon us by our valuable partners. Without such relentless support, we would not have been able to focus on our mandate and work towards the higher vision of creating an inclusive and supportive society for ex-offenders.

I would like to take this opportunity to extend our sincere appreciation to the organisations and individuals who have assisted us in one way or another – Ministry of Home Affairs, Singapore Prison Service, SCORE's Board of Directors, the members of various SCORE Committees, CARE Network partners, voluntary welfare organisations (VWOs), trade unions, chambers of commerce, employers, grassroots organisations, industry and community partners and the numerous supporters of the Yellow Ribbon Project.

The nature of SCORE's work is unique and requires a group of extraordinary individuals to execute. The qualities they possess are especially valuable and critical in the multi-faceted approach which SCORE adopts in our rehabilitation and reintegration work. Hence, I would like to thank the SCORE management and staff for their committed work over the past year and their persevering dedication to the mission and work of SCORE.

With the strong support from partners and staunch commitment from staff members, I am confident that as an organisation, we can ride through the waves of obstacles and persevere in steering towards a more inclusive and compassionate society that offers deserving offenders a chance for rehabilitation and reintegration into the community.

BOARD OF DIRECTORS



MR CHNG HWEЕ HONG • Chairman (Appointed in 2012 and Board Member since 2009)

Mr Chng Hwee Hong joined the SCORE Board in 2009 and was appointed Chairman of the Board in 2012. He previously held the posts of Executive Director of Haw Par Corporation Limited, member of the Singapore Sichuan Trade and Investment Committee and Board Member of Singapore Television Twelve Pte Ltd.

Mr Chng holds a Bachelor of Science (Hons) in Applied Chemistry from the University of Singapore and a Graduate Diploma in Business Administration from the same institution. He also holds a Graduate Diploma in Business Studies from University of Chicago and Singapore National Productivity Board. He was awarded the Public Service Medal in 2014.



MS GOH SOON POH • Deputy Chairman (Appointed in 2012)

Ms Goh Soon Poh is currently the Deputy Secretary (Policy) of the Ministry of Home Affairs.

Ms Goh holds a Bachelor of Arts (Hons) in Economics from the University of Cambridge.

She was a recipient of the Public Administration (Silver) Medal in 2000.



MR ABDUL ROHIM SARIP • Member (Appointed in 2012)

Mr Abdul Rohim Sarip, a lawyer of 26 years' standing is the Managing Partner of A. Rohim Noor Lila & Partners. Apart from serving in the legal profession, he is also active in community work. Mr A. Rohim joined Singapore Malay Chamber of Commerce and Industry (SMCCI) in 1997 and was elected as President in 2009 and re-elected in 2011. He completed the maximum 2 terms and stepped down in 2013, remaining on the Board as Immediate Past President.

He is the Vice President of Casa Raudha Women Home, and Malay Language Promotion Committee and sits on committees including the Malaysia-Singapore Business Council, and Singapore Business Federation SME Committee. He has travelled extensively, leading business missions to Uzbekistan, China, Indonesia, Turkey, Brunei, Philippines and Malaysia. He has also delivered papers at conferences in Uzbekistan and Malaysia as well as Singapore.



MR ALVIN LIM CHOON TEE • Member (Appointed in 2009)

Mr Alvin Lim Choon Tee is the CEO of Bizlink Centre Singapore Ltd.

An established and well-respected social entrepreneur, he is a strong advocate of employment as a transformational tool for disadvantaged groups.

He is also an active District Councillor of the North East CDC and also a Board Member for SATA CommHealth.

Mr Lim graduated as the overall top student with a Bachelor in Business Administration (with Distinction) from Royal Melbourne Institute of Technology in conjunction with Singapore Institute of Management.



MS CHARLENE CHANG • Member (Appointed in 2012)

Ms Charlene Chang is currently pursuing further studies. Prior to her present endeavours, she was Director, Community Relations and Engagement at the Ministry of Culture, Community and Youth. She also served in the Ministries of National Development, Manpower and Trade and Industry, as well as the former Trade Development Board.

Ms Chang graduated with a Bachelor of Laws (2nd Upper Hons) from the National University of Singapore.



MR CHAY WAI CHUEN • Member (Appointed in 2009)

Mr Chay Wai Chuen is Independent Director at Frasers Commercial Trust, and Chairman of its Audit Risk and Compliance Committee. He first worked as Economist at the Monetary Authority of Singapore, and was formerly CFO and Director of Supply Chain at NTUC FairPrice. He had also attended the Advanced Management Program at Harvard Business School. He was also a Member of Parliament for 18 years, having been Public Accounts Committee member, Chairman of Tanjong Pagar Town Council and Government Parliamentary Committee Chairman for Transport. He was also a council member of National University of Singapore.

He graduated in Economics and Statistics from the University of Singapore, and was Research Scholar in Economics, where he did Masters in Social Science. He was also Commonwealth Scholar at the University of Sussex earning M.A (Development Economics). He is a reservist graduate of the Singapore Command and Staff College.



PROFESSOR DAVID CHAN • Member (Appointed in 2012)

Professor David Chan is Lee Kuan Yew Fellow, Professor of Psychology & Director of the Behavioural Sciences Institute at Singapore Management University, Adjunct Principal Scientist at A*STAR, and Co-Director of the Centre for Technology and Social-Behavioural Insights which is an A*STAR-SMU joint research centre.

He has received numerous international scholarly awards and he is the first non-American to receive the Distinguished Early Career Contributions Award from the Society for Industrial and Organisational Psychology. His works have been cited over 3,000 times in various disciplines. He has served as Editor or Board Member on several journals. He is consultant or Board Member to several organisations in Singapore and United States. He is Elected Fellow of several international psychological associations. He is a recipient of the Outstanding Volunteer Award presented by the Ministry of Social and Family Development.



DR KEE KIRK CHIN • Member (Appointed in 2010)

Dr Kee Kirk Chin is the Chairman and CEO of publicly-listed Apex Healthcare Berhad. A keen supporter of the arts, Dr Kee is also Chairman of the Advisory Committee of the Singapore National Youth Orchestra, a National Project of Excellence under the auspices of the Ministry of Education.

Dr Kee graduated as a medical doctor from the University of Cambridge. He also holds a Master of Arts and a Master of Business Administration.



MR PETER ONG • Member (Appointed in 2012)

Mr Peter Ong started his career in the advertising industry. He joined Lianhe Zaobao, the Chinese flagship newspaper of Singapore Press Holdings as a reporter cum feature writer in 1993, and rose through the ranks to become Associate Editor of the paper in 2014.

Mr Ong graduated from the National University of Singapore with a Bachelor of Arts (Hons) degree.



MR SIEW HENG KWOK • Member (Appointed in 2003)

Mr Siew Heng Kwok is an active volunteer at various voluntary welfare and social service organisations. Prior to his current position as an independent management and training consultant, Mr Siew was the Vice-President for Personnel and Industrial Relations at the Overseas Union Bank.

Mr Siew holds a Masters in Business Administration from St Mary's University (Canada), a Bachelor of Engineering (Mechanical) from the University of Singapore, and a Graduate Diploma in Social Work from the National University of Singapore. He was a recipient of the Public Service Medal in 2013.



MR SOH WAI WAH • Member (Appointed in 2010)

Mr Soh Wai Wah is the Commissioner of the Singapore Prison Service, since 1 Jan 2010.

He graduated with a Bachelor of Arts degree in Economics from the University of Cambridge, UK and a Master of Science (Criminal Justice) degree from Michigan State University.

He was awarded the Public Administration (Silver) Medal in 2000 and the Public Administration (Gold) Medal in 2009.



MS TAN POH HONG • Member (Appointed in 2006)

Ms Tan Poh Hong is the CEO of the Agri-Food and Veterinary Authority (AVA).

Ms Tan is also a member of the Liquor Licensing Board.

She holds a Bachelor of Science (Hons) in Estates Management from the National University of Singapore, and a Master of Business Administration (Distinction) from New York University. She is a recipient of the International Management Action Award and the Public Service Medal. She was also awarded the Public Administration (Gold) Medal in 2003.



MR THIAGARAJAN S/O SUBRAMANIAM • Member (Appointed in 2012)

Mr Thiagarajan s/o Subramaniam is the Director of the Ong Teng Cheong Labour Leadership Institute. He is concurrently the Executive Secretary of the Union of Power and Gas Employees as well as the Amalgamated Union of Statutory Board Employees. His other responsibilities in the labour movement include being on the Board of the NTUC Health Cooperative Pte Ltd.

He holds a Bachelor of Arts (Hons) from Monash University.



MR WAN SHUNG MING • Member (Appointed in 2012)

Mr Wan Shung Ming is the Director of Tin Sing Goldsmiths Pte Ltd. Mr Wan holds a Master of Science in Engineering from the University of Illinois. He is a recipient of the Service to Education Award from the Ministry of Education.



MR YEO MENG HIN • Member (Appointed in 2012)

Mr Yeo Meng Hin is the Senior Vice President of Human Resources Asia Pacific at DHL Global Forwarding Management (Asia Pacific) Pte Ltd.

An experienced HR generalist with deep foundations in Industrial Relations, Compensation & Rewards Management and Change Management, Mr Yeo has held leadership positions in local as well as regional roles with work experiences in a wide array of industries including hospitality, fast food, professional services, property, financial services, retail, financial advisory and logistics.

Mr Yeo holds a Master of Business Administration from University of Phoenix, a Bachelor of Arts (Economics) from the National University of Singapore and a Graduate Diploma in Personnel Management. He is also a certified Compensation Professional and a Global Remuneration Professional.

COMMITTEES

Training Committee

Chairperson	Mr Thiagarajan s/o Subramaniam	Director	Ong Teng Cheong Labour Leadership Institute
Members	Professor David Chan	Director, Behavioural Sciences Institute, and Professor Psychology School of Social Sciences	Singapore Management University
	Mr Chee Hong Tat	2 nd Permanent Secretary	Ministry of Trade & Industry
	Mr Gary Goh Choon Siah	Deputy CEO	Employment and Employability Institute (e2i)
	Mr Khoo Tiam Hock Vernon	Chairman & CEO	Flagship Corporation Far East Pte Ltd
	Mr Leow Tze Wen	Managing Director	Citystate Management Group Holdings
	Ms Lien Siaou-Sze	Senior Executive Coach	Mobley Group Pacific
	Dr Michael Teng	Assistant Secretary-General	Singapore Manufacturing Federation
	Ms Rafidah Bte Suparman	Senior Assistant Director (Programme Management), Rehabilitation & Reintegration	Singapore Prison Service
	Mr Stanley Tang	CEO	SCORE
Secretary	Mr Ravi s/o Subramanian	Director, Reintegration	SCORE

Establishment Committee

Chairperson Mr Siew Heng Kwok

Members	Mr Yeo Meng Hin	Senior Vice President, Human Resources	Asia Pacific DHL Global Forwarding
	Mr Chia Boon Cher	Principal Consultant	Action Consulting & Training
	Mr Ethan Tan	Managing Director	The 8 th Pinnacle Pte Ltd
	Mr Ho Ah Chuan	Principal Consultant	Gritti Consulting
	Ms Jennifer Tan Hwee Meng	Senior Director, Human Resource Division	Ministry of Home Affairs
	Mr Lim Kian Kok	Chief Financial Officer	Nanyang Technological University
	Mr Nicholas Sim	Director	PeoplePlus Consulting Pte Ltd
	Mr Stanley Tang	CEO	SCORE

Secretary Mr Loh Teck En Director, Corporate Services SCORE

Investment & Finance Committee

Chairperson Mr Chay Wai Chuen

Members	Ms Florence Tan-Nguyen	Senior Tax Consultant	Kinectica Pte Ltd
	Mr Hor Siew Fu	Chief Financial Officer	Albedo Limited
	Mr Khoo Tiam Hock Vernon	Chairman & CEO	Flagship Corporation Far East Pte Ltd
	Mr Oh Wee Khoon	Founder & Managing Director	Sobono Energy Pte Ltd
	Mr Lim Leong Kiat	Senior Director, Rehabilitative Enterprises	SCORE
	Mr Stanley Tang	CEO	SCORE

Secretary Mr Loh Teck En Director, Corporate Services SCORE

Industry & Development Committee

Chairperson	Dr Kee Kirk Chin	Chairman and CEO	Apex Healthcare Berhad
Members	Mr Alvin Lim Choon Tee	CEO	Bizlink Centre Singapore Ltd
	Mr Wan Shung Ming	Director	Tin Sing Goldsmiths Pte Ltd
	Mr Cho Lok Yee Dominic	Senior Group Account Manager (Marketing, Display)	Singapore Press Holdings
	Ms Jannie Wan Peck Fong	Deputy Director, Licensing & Grading Department/ Food Establishment Regulation Group	Agri-Food & Veterinary Authority of Singapore
	Mr K Chandra Kumar	Commander, Cluster A	Singapore Prison Service
	Mr Ng Kok Siong	Chief Financial Officer	CapitaMalls Asia Limited
	Mr Seah Boon Kheng Rodney	Managing Director	Ascendo Consulting Pte Ltd
	Mr Tan Kay Keng	Assistant Director (Policy and Planning), Food and Environmental Hygiene Department	National Environment Agency
	Mr Terrence Goh Leng Chuang	Director, Operations	Singapore Prison Service
	Mr Stanley Tang	CEO	SCORE
Secretary	Ms Rosanna Yam Chui Mei	Director, Business Enterprise & Industry	SCORE

Industry Business Committee

Chairperson	Dr Kee Kirk Chin	Chairman and CEO	Apex Healthcare Berhad
Members	Mr Alvin Lim Choon Tee	CEO	Bizlink Centre Singapore Ltd
	Mr Wan Shung Ming	Director	Tin Sing Goldsmiths Pte Ltd
	Mr Stanley Tang	CEO	SCORE
Secretary	Ms Rosanna Yam Chui Mei	Director, Business Enterprise & Industry	SCORE

Audit & Risk Management Committee

Chairperson	Ms Tan Poh Hong	CEO	Agri-food & Veterinary Authority of Singapore
Members	Mr Abdul Rohim Bin Sarip Ms Charlene Chang E-Ching	Laywer and Managing Partner	A Rohim Noor Lila & Partners
	Mr Peter Ong	Associate Editor	Lianhe Zaobao/ Singapore Press Holdings
	Mr Chiam Jia Fong	Director, Inspectorate & Review	Singapore Prison Service
	Ms Lynn Chng Lay Peng	Senior Assistant Director, Workplace Safety & Health Council	Ministry of Manpower
	Mr Soh Tze Churn Jack	Director	CBMA Investment Pte Ltd
	Mr Stanley Tang	CEO	SCORE
Secretary	Mr Loh Teck En	Director, Corporate Services	SCORE

Info-Comm & Technology Committee

Chairperson	Mr Lim Choon Tee Alvin	CEO	Bizlink Centre Singapore Ltd
Member	Ms Lien Siaou-Sze	Senior Executive Coach	Mobley Group Pacific
Secretary	Mr Loh Teck En	Director, Corporate Services	SCORE

Branding Committee

Chairperson	Mr Peter Ong	Associate Editor	Lianhe Zaobao/ Singapore Press Holdings
Members	Ms Charlene Chang E-Ching		
	Ms Chew Lee Ching	Managing Director	Mandate Communications (S) Pte Ltd
	Mr Jimmy Lee Keng Ann	Senior Assistant Director, Corporate Communications & Relations	Singapore Prison Service
	Ms Josephine Gan Ser Khoon	Director	Corporate Communications & Go East Business China
	Mr Stanley Tang	CEO	SCORE
Secretary	Ms Karen Tan	Director, Planning & Organisational Development	SCORE

Laundry 2 Steering Committee

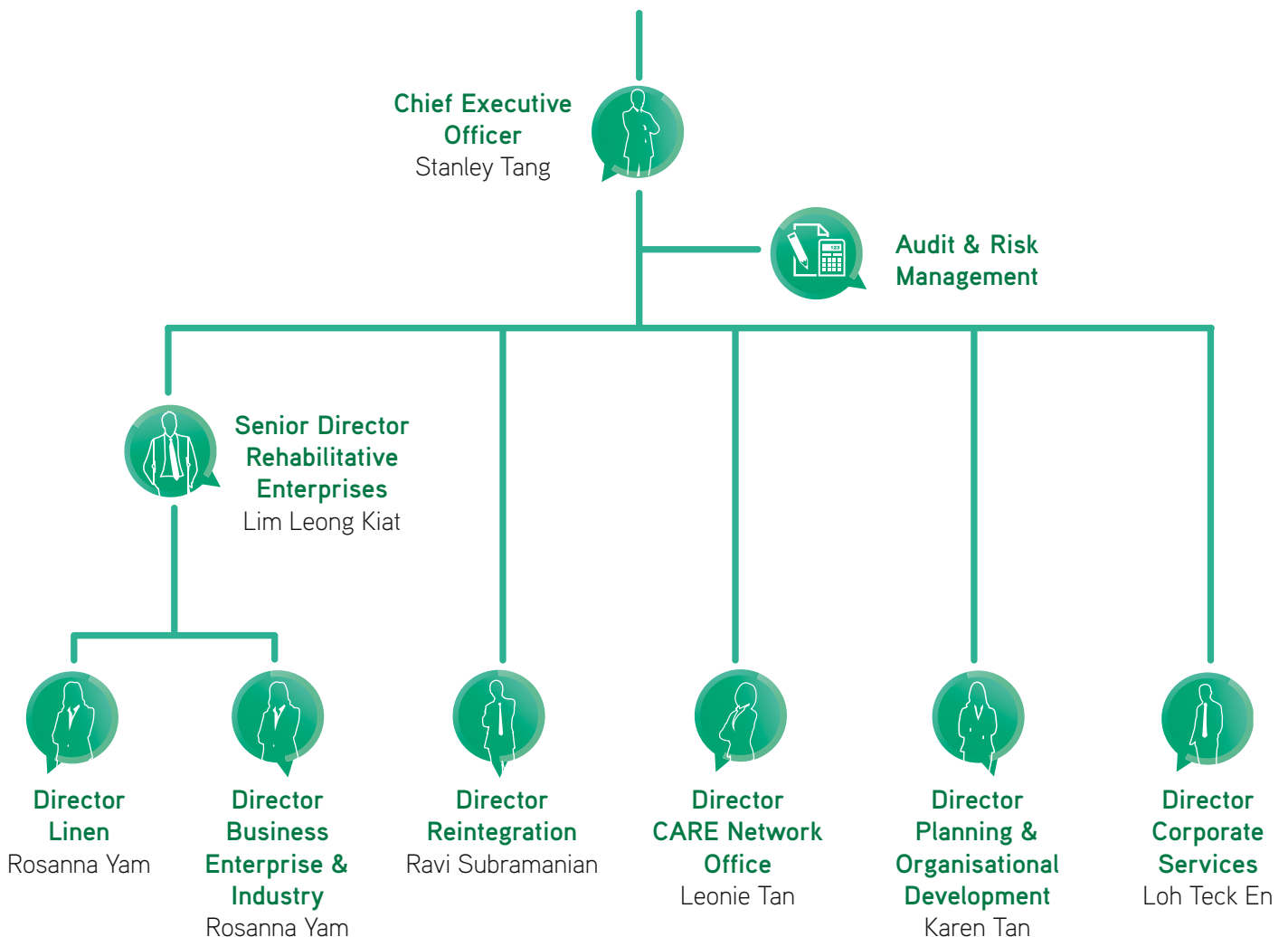
Chairperson	Mr Wan Shung Ming	Director	Tin Sing Goldsmiths Pte Ltd
Members	Dr Kee Kirk Chin	Chairman and CEO	Apex Healthcare Berhad
	Mr Ng Kok Siong (until 31 Aug 2014)	Chief Financial Officer	CapitalMalls Asia Ltd
	Mr Kevin Hoon Kay Ming	Superintendent, A3	Singapore Prison Service
	Mr Lim Leong Kiat	Senior Director, Rehabilitative Enterprises	SCORE
	Mr Loh Teck En	Director, Corporate Services	SCORE
	Mr Stanley Tang	CEO	SCORE
Secretary	Ms Rosanna Yam Chui Mei	Director, Linen	SCORE

REVISED ORGANISATIONAL CHART W.E.F. 1 JAN 2015



Singapore
Corporation of
Rehabilitative
SCORE Enterprises

Building Bridges, Changing Lives



MANAGEMENT TEAM

Front Row (from left to right, seated)

Goh Siok Seng Stephen

Secretary (Till Dec 2014)

Stanley Tang Soong Jing

Chief Executive Officer (May 2014 to present)

Teo Tze Fang

Chief Executive Officer (Jul 2010 to Apr 2014)

Lim Leong Kiat

Senior Director, Rehabilitative Enterprises

Back Row (from left to right, standing)

Loh Teck En

Director, Corporate Services Division

Loh Chew Eng Shirley

Director, Linen Division

Karen Tan

Director, Planning & Organisational Development Division

Tan Meng Choo Leonie

Director, CARE Network Office

Yam Chui Mei Rosanna

Director, Business Enterprise & Industry Division

Ravi s/o Subramanian

Director, Reintegration Division



UNIT HEADS

Front Row (from left to right, seated)

Lee Ngee Chew Kenny

Senior Assistant Director, Audits & Risk Management Team

Puah Ping Hui

Senior Assistant Director, Business Enterprise & Industry Division - Business Outsourcing & Industrial Space Leasing/ Food Services

Oh Sy Woei Alan

Deputy Director, Corporate Services Division - Finance & Administration

Juliana Binti Abdul Khalik

Deputy Director, Reintegration Division - Employment Assistance

Saw Tin Soo Tina

Senior Assistant Director, Corporate Services Division - Finance & Administration (Jan 2011 - Nov 2014)

Cher Choon Hing

Senior Assistant Director, Linen Division

Back Row (from left to right, standing)

Low Chen Wei John

Assistant Director, Reintegration Division - Employer Engagement

Arputhasamy Nathan

Assistant Director, Reintegration Division - Employment Assistance (Retention Support)

Yeo Wan Xin

Assistant Director, Planning & Organisational Development Division (Jun 2012 - Aug 2014)

Low Chen Xiang Freddy

Assistant Director, Reintegration Division - Employment Assistance

Paulin Chua Cheok Hwee

Assistant Director, Business Enterprise & Industry Division - Food Services

Lim Pheok Hwee Lina

Senior Assistant Director, Corporate Services Division - Human Resource

Ng Woon Ming Jason

Assistant Director, Audits & Risk Management Team

Foo Seck Guan Kenneth

Assistant Director, CARE Network Office

Not in photo:

Lee Chuen Meing Cheryl

Deputy Director, Corporate Services Division - Human Resources (Jul 2010 - Apr 2014)

Sho Fee Leng

Senior Assistant Director, CARE Network Office - Sector Planning & Development Unit (Jun 2013 - Nov 2014)

Tan Mei Yung Lisa

Assistant Director, Corporate Services Division - Human Resource

R Vijayan

Assistant Director, Linen Division - Laundry 1

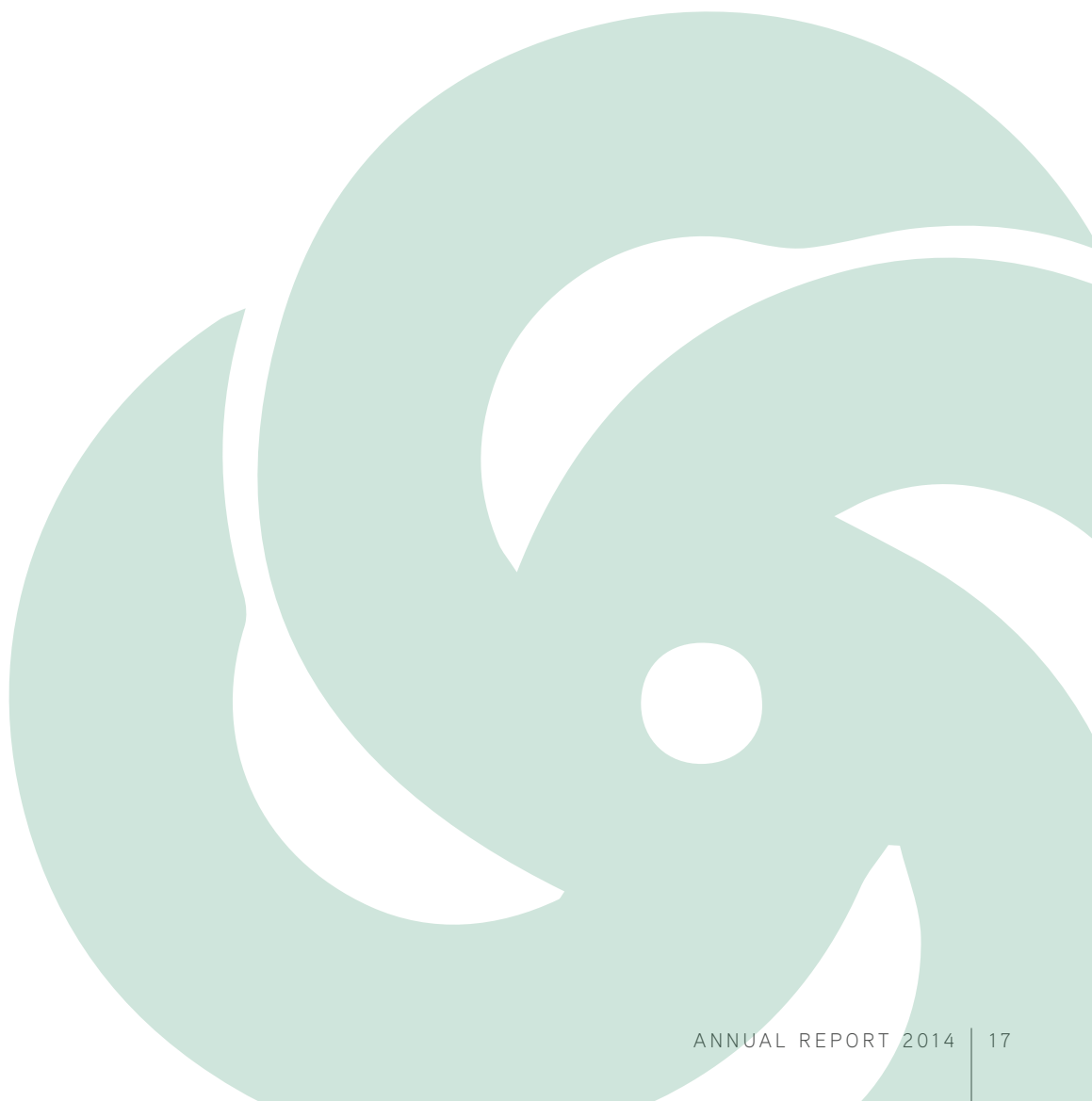
Cai Chengji

Assistant Director, Planning & Organisational Development Division



SCORE'S STRATEGY MAP









BUILDING BRIDGES, CHANGING LIVES

- 20 Key Milestones
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Key Milestones of 2014

10 Apr
Corporate Advance 2014

28 Apr
CARE Network Workplan Seminar 2014

24 Jun
Official Opening of Hope Café – Training Kitchen and Restaurant

27 Feb
Inaugural Board Retreat



FEB

APR

JUN

MAR

MAY

26 Mar – 29 Apr
Conducted SCORE's Organisational Health Survey 2014

1 May
Mr Stanley Tang officially took over the role of CEO

1 Oct

SCORE Laundry won MHA 3i Award, Home Team Innovation (Commendation) of the Year Award



20 Oct

SCORE Appreciation Awards 2014



OCT

8 Dec

Deputy Prime Minister's Ground Visit to SCORE



DEC

SEP

14 Sep

Yellow Ribbon Prison Run 2014



NOV

18 Nov

Completed the purchase and took over JTC property for SCORE's second laundry



ENHANCING EMPLOYABILITY OF INMATES



Employment can be a big boost in an ex-offender's reintegration journey. At SCORE, we focus on preparing inmates to re-enter the workforce by imparting relevant work skills and ethics. Inmates are given the opportunity to enhance their employability through various work programmes and skills training.

"The training (provided by SCORE) allows me to do my job better, prepares me to meet outcomes and what is required."

Mr Koh Cheng Huat, an ex-offender placed with SIM Solution by SCORE

IMPARTING WORK ETHICS

SCORE facilitates change in inmates by cultivating positive work ethics, introducing the meaning of work and teamwork, and helping them acquire effective communication skills. These values are nurtured through work programmes in a realistic working environment.

SCORE manages work programmes across 57 workshops in 11 Prison institutions, and in 2014, the organisation nurtured approximately 3,200 inmates daily, with an overall engagement rate at 81%. The work programme is administered through:

Business operations owned and managed by SCORE

These businesses include laundry and linen services, food services, business outsourcing and warehousing.



Business operations set up by private sector companies under the Private Sector Participation Scheme

The private sector companies provide management, equipment and technical expertise while SCORE and the Singapore Prison Service (SPS) manage the discipline and facilitate the rehabilitation of inmates. Such operations include food services, electronic and electrical manufacturing and call centre operations.



Gaining Industry Recognition

As SCORE's process management continues to meet industry standards, our business unit, Food Services, successfully renewed a 2-year Halal Certification for Cluster A and B Central Kitchens and Bakery till 2016.

SCORE Bakery has also maintained its high standards for food hygiene and was awarded Grade "A" by Agri-Food & Veterinary Authority (AVA) for 7 consecutive years since 2009.



Laundry & Linen Services

SCORE Laundry is one of the largest laundries in Southeast Asia. Operating for more than 35 years, the laundry serves about 90% of the acute public and private hospitals, with an average of 48 tonnes of linen processed per day.

In 2014, approximately 637 inmates were engaged in SCORE Laundry daily and a total of 407 inmates were trained through On-The-Job Training (OJT) for laundry operations.



Business Outsourcing & Industrial Space Leasing

SCORE maintains a close working relationship with small and medium enterprises (SMEs) to undertake sub-contracting jobs in electronic sub-assembly, quality inspection, post-print production, data entry services and call centre services.

With an occupancy rate of 92%, Business Outsourcing & Industrial Space Leasing unit manages 24 workshops and provides work programme to inmates during incarceration.



Transit Centre & Warehouse

SCORE manages the Transit Centre & Warehouse within the Changi Prison Complex for smooth distribution of meals and logistical supplies to prison institutions.

Through the work programme, approximately 76 inmates were equipped with essential warehousing skills in logistics and manufacturing sectors.



Food Services

SCORE Food Services manages two Central Kitchens, a Catering Kitchen and a HACCP (Hazard Analysis and Critical Control Points) certified Bakery within Changi Prison Complex.

Food Services unit provided work programme for a monthly average of 517 inmates in 2014.

EQUIPPING INMATES WITH INDUSTRY-RELEVANT SKILLS

SCORE strives to equip inmates with industry-relevant skills that are aligned with Singapore Workforce Development Agency's (WDA) Workforce Skills Qualification (WSQ) framework. This framework uses a graded approach to train job-seekers for work. It is categorised into 3 levels, starting with generic employability skills, broad industry knowledge and skills, and occupational skills. This alignment allows offenders to attend the same type of nationally accredited training as any other job seekers and pursue further skills upgrading upon their release. It also gives employers the assurance that offenders are as adequately prepared as any other job seekers.

In 2014, more than 5,400 inmates were trained through 21,093 training places.



Generic Employability Skills

Computer Adaptive Test (CAT)
WPL Conversational (Reading, Speaking, Listening)
ES-WSQ Develop Personal Effectiveness
ES-WSQ Communicate & Relate Effectively at Workplace
ES-WSQ Maintain Personal Presentation & Employability
ES-WSQ Adapt to Change
ES-WSQ Solve Problems and Make Decisions

Broad Industry Knowledge and Skills

WSQ Certified Service Professional (CSP)
WSQ Apply Quality Systems
WSQ Apply Teamwork in the Workplace
WSQ Apply Workplace Safety & Health Policy
WSQ Apply 5S Techniques in Manufacturing

Occupational Skills Training

WSQ Interact with and Serve Food & Beverage Guests
WSQ Maintain Food & Beverage Service Environment
WSQ Prepare & Serve Coffee & Tea
WSQ Prepare Non-alcoholic Beverage
WSQ Follow Food & Beverage Hygiene and Safety Policies & Procedures
WSQ Maintain Food & Beverage Production Environment
WSQ Demonstrate Basic Dry Heat Cooking Methods
WSQ Demonstrate Basic Moist Heat Cooking Methods
WSQ Maintain Safe & Secure Working Environment Workshop
WSQ Prepare Mise En Place 1
WSQ Maintain Quality Control Procedures
WSQ Perform Warehouse Operations
WSQ Perform Stock Control & Housekeeping Operations
WSQ Use Hand Tools
WSQ Operation Basic Measuring Devices
NITEC Electronics

The Opening of Hope Café – Training Kitchen and Restaurant

SCORE collaborated with WDA to introduce WSQ Certificate in Culinary Arts and Food & Beverage Operations (F&B Ops), to equip offenders with skills to pursue a career in Hospitality Industry. As part of this initiative, Hope Café - Training Kitchen and Restaurant was jointly set up by WDA, SPS and SCORE, so that offenders could be trained with the relevant skills before release. The training facility was officially opened on 24 June 2014 by Guest-of-Honour Dr Amy Khor, Senior Minister of State for the Ministry of Health and Ministry of Manpower.

The skills acquired through WSQ in Certificate in Culinary Arts and F&B Ops will enable offenders to take up jobs in the Hospitality Industry. These skills would also enhance offenders' level of confidence when performing tasks assigned at work. This would in turn spur them to remain gainfully employed and thereby contribute to society.

Additionally, the training that offenders undergo is similar to those offered in the community. Hence, employers are assured of having access to a steady stream of skilled workforce to meet their manpower demands. Since the opening of Hope Café, approximately 334 inmates were trained in the facility, and 96% had secured a job in the F&B and hospitality industries.



FEATURE STORY: SHAPING A NEW LIFE

"I wanted to learn something in my time there."

He started out not knowing how to even knead dough. Seven years on, he works in one of Singapore's bakeries, is happily married and is a proud father.

"I wanted to learn something in my time there," said Jamal Yaacob, 50, who was engaged in the work programme at SCORE Bakery during his incarceration in 2000. Started out at the main line packing bread, Jamal developed his interest in baking and was determined to master the skill. "I began taking down recipes and sketching the different types of artisanal products I've learnt in a notebook," Jamal says, as he recalled his experience at SCORE Bakery after transferring to the artisan section.

At SCORE Bakery, inmates are given the opportunity to pick up new skills, which can be translated into a career after release.

Jamal was happy to have picked up a new skill that kindled his interest. "With the learning experience provided by SCORE's work programme, I can now support my family," he said.

ENSURING SEAMLESS RE-ENTRY TO COMMUNITY



Rehabilitation is an on-going process that does not end after release.

To ensure ex-offenders' seamless re-entry to the community, SCORE coordinates the support from employers, partners and donors, to help ex-offenders cope with the complexities of the transition from the in-care to aftercare phase.

"Some of them are fast learners and we have also identified some individuals with great potential whom we intend to groom to take on greater responsibilities. We would also like to commend SCORE's Job Coaches for being very responsive in helping us manage ex-offenders on the job."

Nando's Chickenland Singapore Pte Ltd

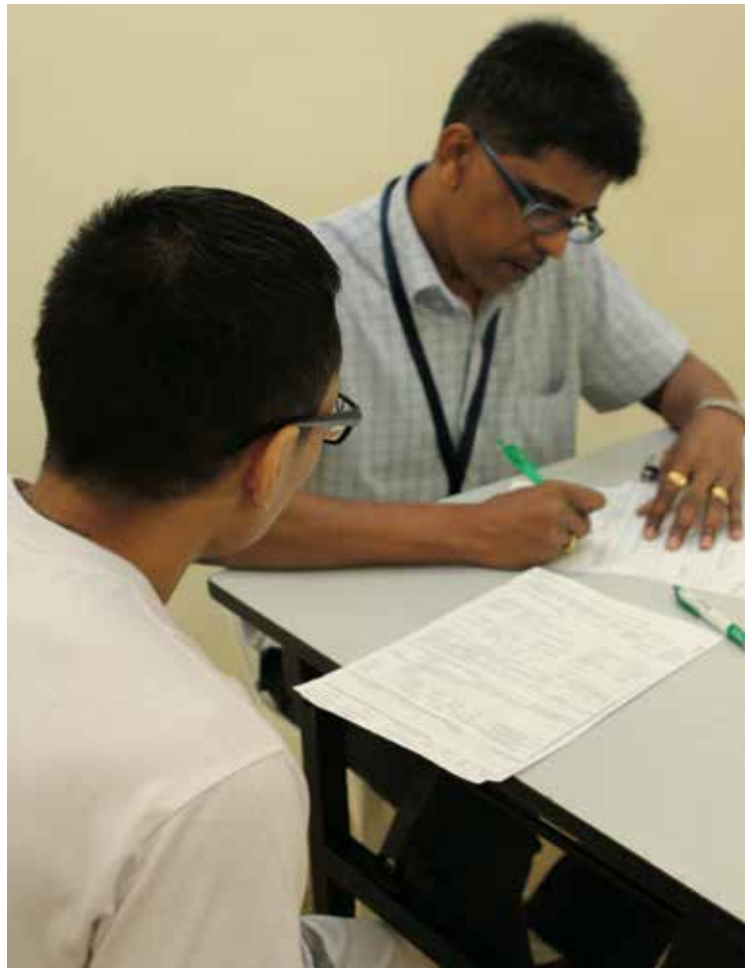
STAYING GAINFULLY EMPLOYED

Securing Employment for Ex-offenders in the Long Run

SCORE believes that employment is one key factor for ex-offenders' successful reintegration to the society. Thus, through arrangement of placement exercises, SCORE assists ex-offenders to secure suitable jobs before release. In 2014, 96% of 1,938 ex-offenders assisted by SCORE secured a job.

To ensure ex-offenders stay committed to their jobs, SCORE's Job Retention Support Unit focuses on assisting ex-offenders to address challenges faced at work after release. Job Coaches are also assigned to each successful candidate during the first 6 months of work. Thus, SCORE works hand-in-hand with employers and ex-offenders to resolve possible issues surfaced at work.

In 2014, about 85% and 68% of the ex-offenders assisted stayed on their job for more than 3 months and 6 months, respectively. Compared to 2013, an increase of more than 3% in job retention rates for both 3 months and 6 months was observed.



Providing Transitional Employment through Mirror Industries

SCORE makes a big leap in its plan to provide transitional care in the community, with the setting up of the YR Industries Pte Ltd (YRI). It is in the process of setting up an external laundry to provide transitional employment for ex-offenders. One of the aims of the external laundry is to provide a conducive work environment that will help ex-offenders transit from an industry in prison into a familiar industry in the community to further their employability.

Projected to operationalise in the second quarter of 2016, the external laundry will be able to cater to contingencies in support of the existing laundry operations and also offers an expansion of SCORE's business operations without compromising its mission of rehabilitation through employment.



Recognising Partners Who Made A Difference

Successful reintegration to the community is a challenging and complex process, and SCORE alone is unable to help ex-offenders address all their reintegration needs. Hence, SCORE initiated its active outreach to employers and community partners to embrace inclusive work practices and offer second chances for a seamless reintegration process.

In 2014, the annual SCORE Appreciation Awards (SAA) ceremony was held at Concorde Hotel to recognise the invaluable contribution of various partners who supported SCORE in the rehabilitation and reintegration of ex-offenders. With the theme, "Inclusive Workplaces, Supportive Communities", the event hoped to inspire many others to come forward and partner SCORE in its mission. For the first time, the event showcased inmates' paintings from the Yellow Ribbon Art Adoption programme - an avenue for inmates to express their hopes and aspirations through art and to reach out to the wider community.

Over 300 guests attended the event, consisting employers, community partners, business partners and government agencies. The event was graced by Guest-Of-Honour Mr Lawrence Wong, Minister for Culture, Community and Youth & Second Minister for Ministry of Communications and Information.



YELLOW RIBBON FUND

Yellow Ribbon Fund Charity Golf

The Yellow Ribbon Fund Charity Golf and Gala Dinner was held on 4 June 2014, graced by Mr Teo Ser Luck, Minister of State for Ministry of Trade and Industry and Mayor of North East District. Blessed with cloudy skies, more than 130 golfers teed off at the Singapore Island Country Club's new golf course and pitted their skills at some of the novelty challenges.

Receiving an overwhelming participation, the event raised more than \$440,000, which was channelled to fund programmes and services to support the reintegration and rehabilitation of ex-offenders and their families. Golfers and sponsors were treated to a dinner filled with inspiring performances from beneficiaries of the Yellow Ribbon Fund (YRF), the Life Community Services Society, and 'The Revivals', an aspiring group of ex-offenders pursuing their passion for music.



American Chamber of Commerce's Corporate Community Day

The American Chamber of Commerce (AmCham) in Singapore adopted the YRF as their corporate charity in 2014. On 27 September 2014, as part of their Corporate Community Day, AmCham members organised a half-day outing to Underwater World Singapore with families from Lakeside Family Service Centre. The children participated in fun-filled activities with close up encounters with marine life exhibits. The event also helped to foster greater bonding between parents and children.

Yellow Ribbon Fund Subhas Anandan STAR Bursary

As a tribute to the noteworthy work of the late veteran criminal lawyer Mr Subhas Anandan, the Association of Muslim Lawyers has pledged more than \$200,000 to the Yellow Ribbon Fund Subhas Anandan STAR (Skills Training Assistance to Re-start) Bursary.

The YRF STAR Bursary aims to provide financial support to ex-offenders to undergo vocational and skills training. Since its inception in 2010, a total of 73 students have enrolled for the programme. 31 students have since successfully graduated with a recognised Diploma that significantly enhances their employability. As at end of 2014, 19 ex-offenders are still pursuing their studies under the programme.



FEATURE STORY: A SHOT AT EDUCATION

"My monthly sessions with an assigned case mentor give me a platform to express my struggles, whether academically and emotionally."

Rahman is studying for his Diploma in Construction Engineering at BCA Academy. Now in his second year, he will graduate in September 2015.

On 8 March 2013, he received his YRF STAR Bursary for a full-course sponsorship and a monthly living allowance of \$450. At the moment, his father and sister are working to support the family, while his mother is seeing a specialist for medical conditions that require large amount of expenses.

Rahman says, "The STAR bursary gives me a monthly stipend for my daily expenditures. It gives me an opportunity to be self-dependent. My monthly sessions with an assigned case mentor give me a platform to express my struggles, whether academically and emotionally."

BUILDING A VIBRANT AFTERCARE COMMUNITY



To ensure seamless re-entry to the society, SCORE strives to create a vibrant aftercare community that promotes the exchange of ideas, insights and knowledge among community and aftercare partners.

“The CSAT¹ course not only provided me with knowledge on addictions & counselling but also served as a good opportunity for me to network with other Halfway Houses’ staff and make new friends.”

Mr Alvin Wong,
Staff from The Helping Hand Halfway House

1. Certified Substance Abuse Therapist (CSAT) course is a training programme on Substance Abuse Therapy, conducted by Promises Pte Ltd.

CAPABILITY BUILDING FOR HALFWAY HOUSES

Introduction of Core Curriculum

In 2014, a core curriculum, also known as the S.O.U.L (Sustain motivation, Overcome high-risk situations, Unravel problems & Live effectively) Programme, was incorporated into the Halfway House Service Model for all participating Halfway Houses to conduct a relapse prevention programme targeted at reinforcing lessons learnt during inmates’ stay in prisons.

The S.O.U.L programme is a 12-session programme conducted prior to their working phase to provide residents with relapse prevention skills and promote self-regulation as they begin life anew in the community. The programme will help sustain motivation, enable residents to cope with high-risk situations, and equip them with tools for effective living.



Course on Personal Data Protection Act

In preparation for the Personal Data Protection Act (PDPA) that took effect from July 2014, SCORE provided training for Halfway House staff to assist them in reviewing and ensuring that relevant forms and work flows were PDPA-compliant.

Certified Substance Abuse Therapist (CSAT) Course

SCORE engaged Promises Pte Ltd to conduct a training programme on Substance Abuse Therapy. Aimed at levelling up the professional skills of the Halfway Houses staff, the course comprised two tracks, which were specially catered to the training of operations staff and social workers.



DEVELOPING A PROFESSIONAL AFTERCARE COMMUNITY

CARE Network Workplan Seminar 2014

The second CARE Network Workplan Seminar was held on 28 April 2014 at the Holiday Inn Singapore Orchard Centre. Graced by Mr Masagos Zulkifli, then Senior Minister of State for Home Affairs and Foreign Affairs, the event received overwhelming support from volunteers, community partners and government agencies, totalling 285 participants from more than 60 agencies.

After its inaugural success in 2013, the event marked the second year running with its theme 'Working as One, Shaping the Future'. The theme aimed to reinforce the importance of collaboration and working together, and highlighted the role of CARE Network in influencing and shaping the future – a future that offers second chances for past misdeeds, and extends hope and opportunities in renewing the lives of ex-offenders. At the end of the day, this message was clear: without committed volunteers, innovative technological solution and strong community partnerships, CARE Network would not have achieved its successes in facilitating the reintegration of ex-offenders.



CARE Network Attachment Programme

In July 2014, the CARE Network conducted its third Attachment Programme. The programme aimed at equipping participants with the knowledge of rehabilitation programmes and services available inside prisons and in the community. Hosted by various CARE Network agencies, it was a platform where respective agencies shared about their mission, rehabilitation practices, and resources available and potential opportunities for collaborations.

The programme attracted 36 participants from 19 aftercare agencies and community organisations, which included aftercare workers from voluntary welfare organisations and volunteers from religious organisations, SPS and SCORE. As part of the programme, participants visited various agencies including a halfway house to gain a deeper understanding of their services.

The attachment programme is also framed along core rehabilitation issues where participants had the opportunity to engage in meaningful dialogue sessions with staff of different agencies to better appreciate ground issues. To further enhance understanding and networking amongst participants, facilitation sessions were also incorporated.



CARE Network Learning Journey

The CARE Network Learning Journey was held on 31 October 2014 at the Social Service Institute. Themed “A Multi-Agency Approach to Case Management”, participants engaged in discussions on real case studies of ex-offenders with multi-dimensional issues and intervention strategies. In addition, SPS and Ministry of Social and Family Development’s Social Service Office shared on desistance from the perspective of drug offenders and the services provided by Social Service Office, respectively.

A total of 95 participants comprising 73 community partners from 25 agencies and 22 staff from SPS and SCORE attended the full-day session.



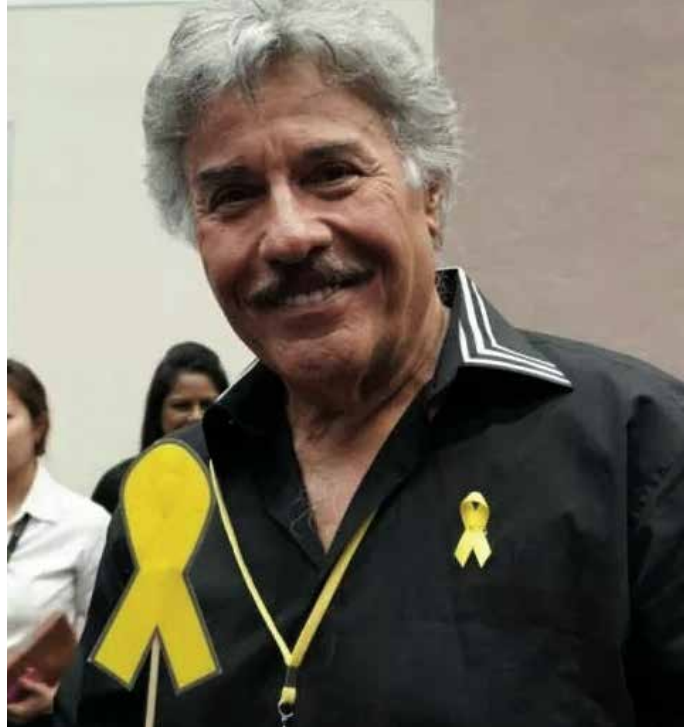
YELLOW RIBBON PROJECT

Showing Continuous Support toward Yellow Ribbon Project

The Yellow Ribbon Project was inspired by a hit song from the 1970s, "Tie a Yellow Ribbon Round the Ole Oak Tree", which was based on the real-life tale of an ex-offender's journey to seek forgiveness. Locally, the act of wearing a yellow ribbon has become widely recognised to be a sign of acceptance and an offer of forgiveness and second chance to ex-offenders.

On 14 July 2014, Mr Tony Orlando, singer of the hit song, visited inmates from the Performing Arts Centre (PAC) at Institution A5 and spoke about the importance of second chances and new beginnings in life.

During Mr Orlando's visit, PAC inmates performed two original compositions titled "Heart & Soul" and "One More Try", which were dedicated to their family members to express their desire for change and yearning to be reunited with them. Touched by the sincerity and emotions of the performance, Mr Orlando went up on stage and sang alongside PAC inmates to the words of "Heart & Soul", creating a spontaneous, emotional and unforgettable moment.



“ I am very humbled by what I saw today. And I am very humbled that my song could serve to be such an inspiration to all of you (gesturing towards the inmates). But more than that, I am moved, humbled and have massive respect for all the stakeholders in starting such a wonderful initiative and project that seeks to help these ex-offenders. ”

- Mr Tony Orlando, 2014

Yellow Ribbon Prison Run - Fostering Strong Community Support

In 2014, more than 9,000 runners took part in the Yellow Ribbon Prison Run. As part of the event, a social media hashtag, #YRselfie Challenge, was launched to rally the social media community to pledge their support for second chances. This notion was conducted through uploading supporters' "selfies" that were hash-tagged with "#YRselfie" on Instagram.

Of the 2,400 "selfies", the 20 most creative photos voted by Yellow Ribbon Facebook fans walked away with prizes sponsored by Seiko. The challenge also inspired 10 corporations to donate more than \$130,000 to the Yellow Ribbon Fund.



FEATURE STORY: IT TAKES THE WHOLE COMMUNITY

"Thank you for seeing the future, and not the past, in me."

As an impulsive teenager, Ting Wei dropped out of school and stayed away from home.

By the age of 24, he had already been incarcerated 3 times for drug consumption and gang-related activities.

He recalled that it was initially a struggle to reintegrate back to the society. However, with the support and encouragement of prison reintegration officer and counsellors, he managed to stay focused on starting a new life and even secured an internship with SCORE.

With the support of the Yellow Ribbon Fund STAR bursary, he is now studying at Building and Construction Authority Academy.

Through the Roman Catholic Prison Ministry, he has found fellowship with a group of young adults.

Now, Ting Wei volunteers with ISCOS as a motivator who speaks to youths-at-risk.

He said, "I came to the conclusion that change is not a solo endeavour, but a harmonious team effort by selfless people who might not even know each other, that helped me rebuild my life."

Ting Wei is immensely grateful to those who have made a difference in his reintegration journey, saying, "Thank you for seeing the future, and not the past, in me."

ENSURING SUSTAINABLE FUNDING



To ensure sustainable funding for the implementation of rehabilitation activities, SCORE develops strategic partnerships with public and private sector organisations to deliver economic value and social impact.

Signing of Memorandum of Understanding (MOU) between MHA and SCORE

On 2 June 2014, Ministry of Home Affairs (MHA) and SCORE signed a Memorandum of Understanding for the provision of vocational training, rehabilitative and aftercare services, in accordance with the SCORE Act to support MHA's requirements. With SCORE's provision of rehabilitative services and efforts being formally recognised, it will aid in ensuring long-term financial sustainability for the organisation.

Contract Renewals for Industrial Space Leasing

10 out of 11 Service Level Agreements were renewed in 2014. The reduced value of the total contracts were mainly due to the exit of a customer, shorter contractual periods for two customers affected by the relocation of Changi Women's Prison into Institution A4 in the Changi Prison Complex in 2016, as well as the cessation of night operations for 2 food manufacturing workshops.

Engagement of a New Leased Customer

SCORE signed a Service Level Agreement with a customer for the set-up of a call centre in Institution A2. Inmates are given the opportunity to acquire customer service skills such as handling of calls and sales techniques, enabling them to be better prepared for work in a similar industry upon release.

CREATING A CULTURE OF EXCELLENCE



For an organisation to remain committed to its mission, it has to be supported by a passionate workforce and efficient work processes. At SCORE, we embrace continuous learning and improvement to enhance our systems and processes.

“Through the one-week visit to Australian Community Support Organisation (ACSO) and rehabilitation facilities in Victoria, we experienced the immense drive and passion of our counterparts. We have also gained a better understanding of the challenges and approaches in Australia, which would be relevant to our future planning. We look forward to strengthening the relationship and sharing of knowledge between both organisations.”

Mr Joseph Lee, Manager,
Planning & Organisational Development, SCORE

UNDERSTANDING STAFF ENGAGEMENT LEVEL

Organisational Health Survey 2014

In late March 2014, SCORE conducted the Organisational Health Survey (OHS) to understand the effectiveness of its internal engagement efforts.

With 100% of our 184 staff participating in the survey, SCORE achieved an overall engagement score of 78%, which outperformed the public sector and national benchmarks. The results also indicated strong staff alignment to SCORE's mission, vision and goals.

Notwithstanding the improved OHS results, SCORE Management continues to work on areas where improvements are possible so as to harness our unique SCORE culture and further improve on staff engagement.



Supportive of SCORE's
Vision and Mission

96%



Strong Belief in the Goals
and Objectives of SCORE



Understanding of SCORE's
Vision and Mission

98%



Job Motivation & Growth



GROWING TOGETHER AS AN ORGANISATION

Imparting Essential Knowledge and Skills in an Organisation

Lifelong learning is a key focus at SCORE. In 2014, several corporate training sessions were conducted in-house and they include:

Understanding of the Employment Act	Conducted by Mr Nicholas Sim, a member of SCORE's Establishment Committee
Performance Appraisal Course	Conducted by Mr Gopaljethmal Kishorelal Jethmal, Trust Management Centre
Inmate Subculture Seminar	Conducted by Mr Bryan Wong, Prisons Intelligence Division
Staff Work Course	Conducted by Mr Teo Tze Fang, then CEO SCORE
Align Business Processes to Comply with Personal Data Protection Act	Conducted by Ms Linda Lim, Singapore Institute of Retail Studies
Procurement Briefing Session	Conducted by Mr Alan Oh, Deputy Director (Finance & Administration), SCORE
Emergenetics Workshop	Conducted by Ms Shane Yan and Ms Anne Tan, Saviour Asia

Emergenetics Workshop

Among one of the many corporate trainings focused on staff development was the Emergenetics Workshop. Participants were first profiled and put through a series of situational exercises, then grouped and given additional tasks. Staff felt that they gained significant insights into their personal styles of working, and reported gaining deeper self-awareness which enabled them to synergise better with colleagues in future projects and work.



16th International Corrections and Prisons Association (ICPA) Annual Conference

Led by CEO SCORE, Mr Stanley Tang, a delegation of seven officers from SCORE and SPS attended the 16th ICPA annual conference, which was held in Windhoek, Namibia from 26 to 31 October 2014.

SCORE delivered a presentation on 'Innovation in Creating Opportunities for Offenders' and shared the work and its results with foreign counterparts present at the conference.

The team also had the opportunity to visit the prison facilities in Namibia.



Study Trip to Australian Community Support Organisation (ACSO)

In December 2014, four staff from Reintegration Division (RD) and Planning & Organisational Development (POD) Division visited Australian Community Support Organisation (ACSO) in Melbourne.

The objective of the trip was to facilitate the exchange of knowledge and experiences in the field of employment assistance. It was also an opportunity to appreciate and understand the residential rehabilitation facilities in Melbourne.



RECOGNISING EXCELLENCE

In recognition of staff's hard work and good performance, awards at different levels are given to them.

Award	Recipient
Minister for Home Affairs National Day Award 2014 (Individual)	Ms Tan Meng Choo Leonie
Commendation Medal	Mr Cher Choon Hing
Efficiency Medal	Mr Chang Kwang Poon David
Long Service Medal	Ms Suraya Binte Sudh
HOPE Award	Mr Cai Chengji Mr Choi Kuai Seng
Special Commendation	Mr Goh Sok Meng Alvin Ms Tan Baby Mr Tay Bong Sia Mr Roger Michael Boon Mr Lim Chee Peng Timothy Ms Siaw Yoke Har Jaz Mr Koh Shukai Mr Lee Wing Fye Andy
Celebration of Wins	<p>Project: Service Recovery of New Hope Operations - Business Enterprise & Industry Division</p> <p>'Linen Free' on the production floor for Laundry 1 Workshop @ Institution A5 - Linen Division</p> <p>Renewal of Halal Certifications for Cluster Kitchens - Business Enterprise & Industry Division</p> <p>CARE Network Retreat & Workplan Seminar - CARE Network Office Division</p> <p>Organisational Health Survey 2014 - Corporate Services Division</p> <p>Tender Exercice for the Selection of a Logistics Company for Transit Centre and Warehouse Operations - Business Enterprise & Industry Division</p> <p>Additional Safety Features on top of the Power Room for Laundry 1 Workshop @ Institution A5 - Linen Division</p> <p>Enhancement of Staff Claim Process - Corporate Services Division</p> <p>Facilitation of Corporate Planning Cycle 2014 - Planning & Organisational Development Division</p>

Long Service Award	Recipient
40 Years SCORE Long Service Award	Ms Rookshana Bte Ali Khan
35 Years SCORE Long Service Award	Ms Loo Guat Sim
30 Years SCORE Long Service Award	Ms Teng Ah Lan
25 Years SCORE Long Service Award	Mr Chin Foo Khuin
20 Years SCORE Long Service Award	Mr Ng Boon Lam
15 Years SCORE Long Service Award	Mr Sekher s/o Balakrishnan Mr Chang Kwang Poon David
10 Years SCORE Long Service Award	Mr Foo Seck Guan Kenneth Mr Adam Bin Ahmad
5 Years SCORE Long Service Award	Mr Teo Buck Leng Anthony Mr Yim Weng Fatt Ms Tan Eng Lee Ms Tan Meng Choo Leonie Ms Leow Yen Fern Karen Mr Ng Aeng Peng Mr Ab Salam Bin Aman Mr R Vijayan Mr Yusri Bin Ariffin Ms Ker Yin Horng Ms Shereen Asiah Bai Binte Mohd Ismail Mr Low Chen Xiang Freddy Mr Low Chen Wei John

Award	Recipient
Retirement Award	Mr Ali Bin Aman
Special Appreciation Award	Mr Goh Siok Seng Stephen

PREPARING FOR THE FUTURE

Celebrating Innovations

SCORE has always embraced innovation to enhance the effectiveness and efficiency of our work. SCORE Laundry introduced new measures to better manage the rubber cushions of the batch washers, which resulted in significant monetary savings and greater efficiency of the maintenance processes.

In recognition of the team's process innovation, SCORE Laundry was awarded the Home Team Innovation (Commendation) of the Year Award (Process/Policy) for the "Extending the useful life of the press cushion" Project in October 2014. The award is the Home Team's highest innovation accolades, in recognition of exemplary contributions to the MHA 3i movement, "Ideas, Improvements and Innovations".



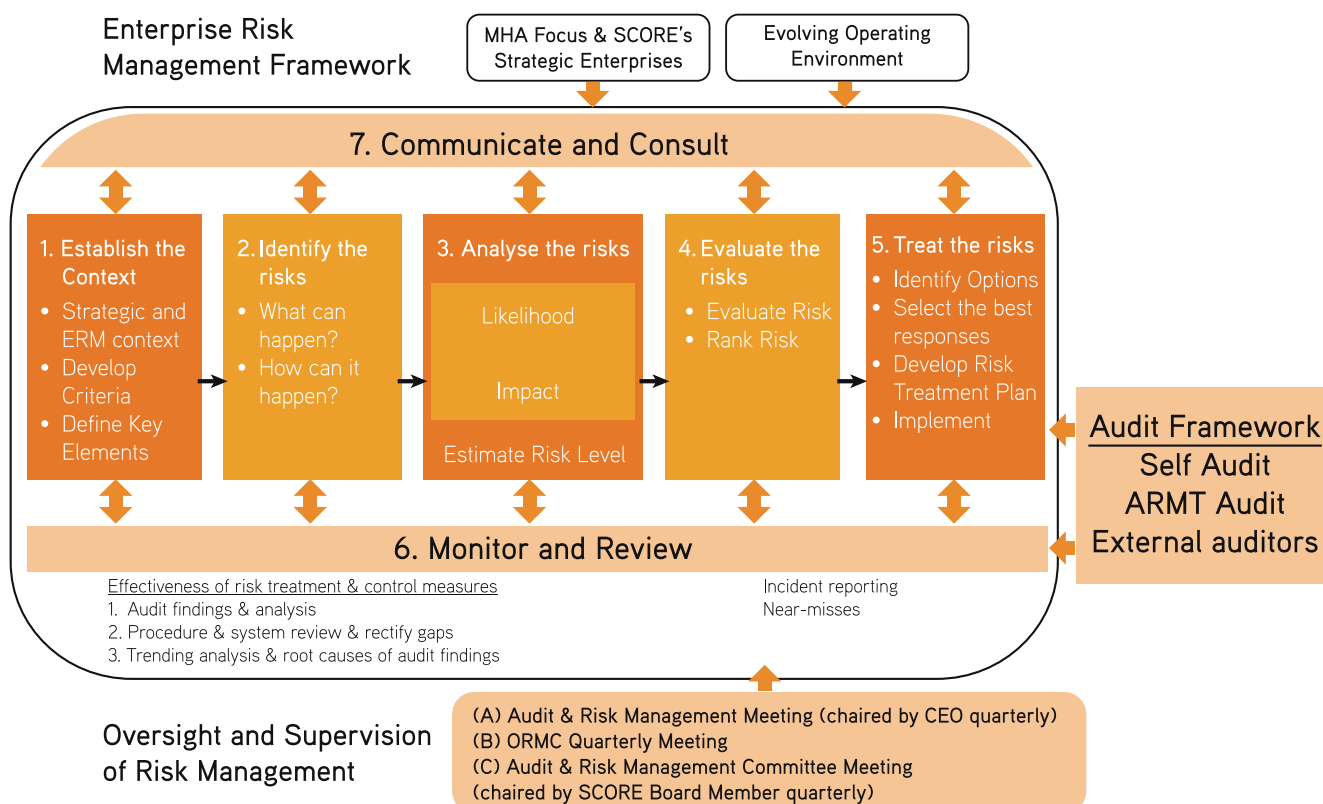
Reviewing Enterprise Risk Management

In the past, audit and risk management was undertaken by staff as committee project. To improve corporate governance, the Audit & Risk Management Team (ARMT) was set up on 1 April 2014 as a permanent central coordinating unit to plan and oversee audits, safety inspections and risk management. This was aligned with MHA's approach towards the Operations Risk Management (ORM), as well as the Workplace Safety & Health (WSH) Act.

Risks are inherent in any organisation and SCORE is no exception. Hence, the SCORE Risk Management & Governance Framework was established in 2014 to assess prevailing operational risks. Following the framework, SCORE monitors and reviews risk treatment measures to ensure that relevant measures are meted out to address its intended purposes.

Through the Enterprise Risk Management Framework risks are identified and moderated for consistency across units, and captured in SCORE's Risk Register. The Risk Register was also reviewed and revised in 2014.

SCORE Risk Management & Corporate Governance Framework



SCORE CARES



As individuals and as an organisation, SCORE strives to improve and enhance the communities and environment that we live in.

Sports Day X Earth Hour

Sports Day X Earth Hour was a joint event by Staff Well-Being Committee (SWBC) and Community Outreach, Volunteerism & Environment Committee (COVE) held on 28 March 2014 at Bedok Reformative Training Centre (BRTC). In commemoration of Earth Hour which falls on March every year, lights were switched off at 2.30 pm to encourage staff to participate or support their colleagues who would be participating in the various sports and activities.

Annual Dinner & Dance

SCORE's annual Dinner & Dance (D&D) was held on 21 June 2014 at Concorde Hotel. Themed 'Superheroes', many staff members and their loved ones were dressed as their favourite superheroes.

SCORE Family Day

On 24 May 2014, SCORE Family Day was held at the Universal Studios Singapore for staff. The joyous occasion saw staff's families bonding with each other as they explored the theme park and its many exciting attractions.

Farmart Educational Tour

On 20 September 2014, 24 staff volunteers brought along a total of 26 beneficiaries from The Salvation Army and their families to visit Farmart Centre, located at Sungei Tengah Road. The educational and fun-filled activities, which included a farm tour and a treasure-hunt with great prizes, created a memorable morning for all participants.

COVE Flea Market

Pre-loved items were collected and sold at a public flea market at Lucky Plaza from 13 to 14 December 2014. Another internal sales was held at Prisons HQ in conjunction with the SPS-SCORE Christmas and New Year Celebration on 17 December 2014. A total of \$834.00 was raised for our adopted beneficiary, The Salvation Army.

Year-End Party

The Year-End Party is an annual celebration in SCORE. Organised by the Staff Well-Being Committee, the 2014 edition of the party took on a different format, where staff were divided into teams and had a series of team-building activities, which tested their wits, creativity and skills.

Staff Welfare

In appreciation of the hard work and efforts SCORE staff put in to strive towards SCORE's mission, SCORE introduced a new welfare initiative of providing free breakfast at Cluster A and B cafeterias.



Farmart Educational Tour



Annual Dinner & Dance

COVE Flea
Market



Year-End Party



SCORE Family Day

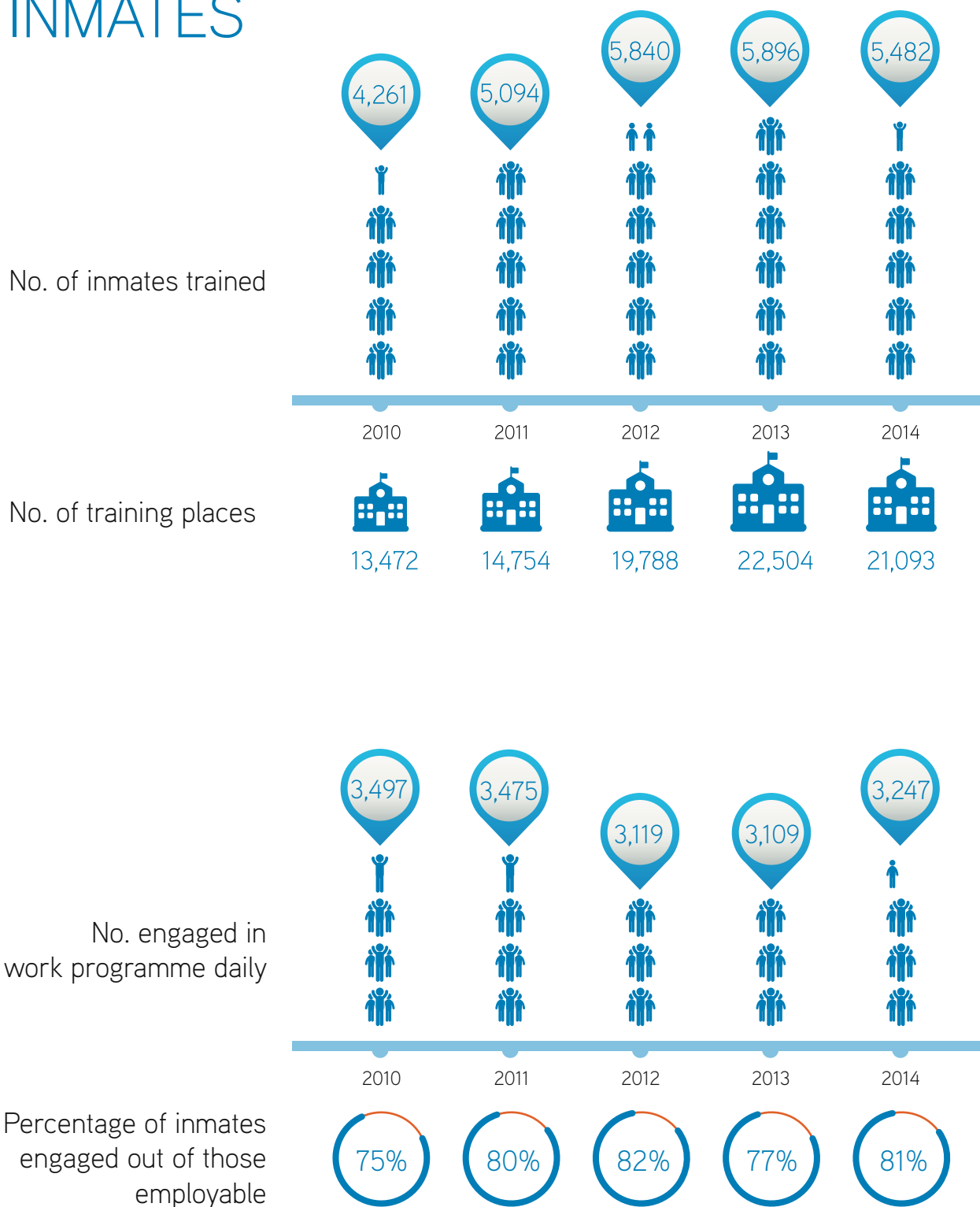




PERFORMANCE HIGHLIGHTS

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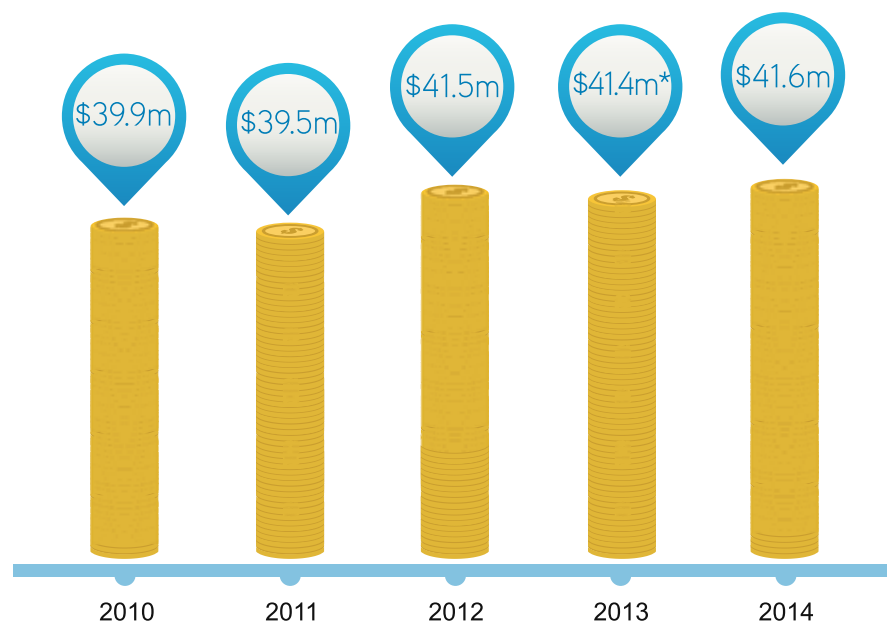
ENSURING EMPLOYABILITY OF INMATES



ENSURING SUSTAINABLE FUNDING

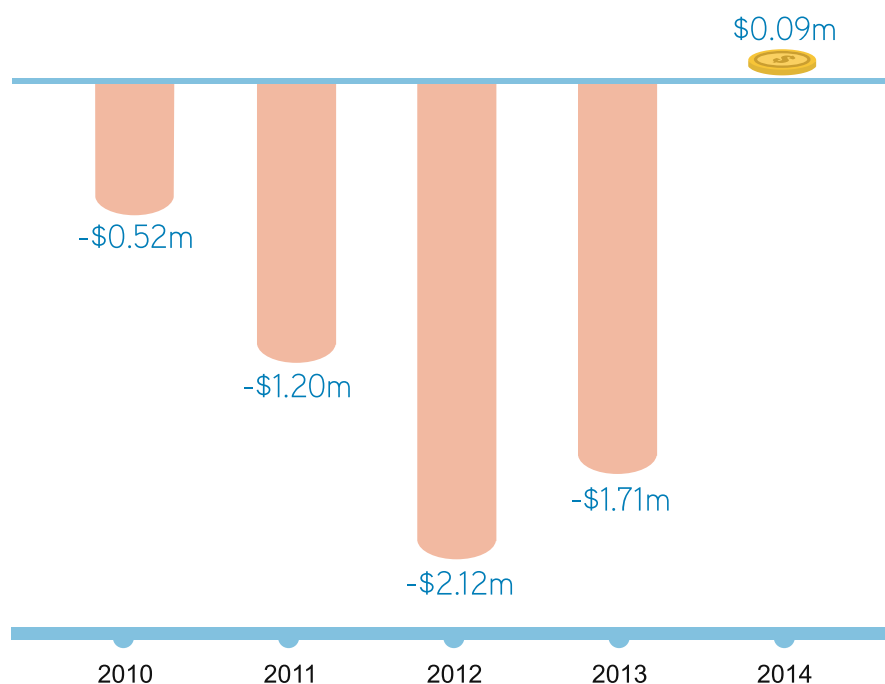


Operating Income
(Figures are in terms of millions)



*Joint Venture (JV) financial position disclosed separately.

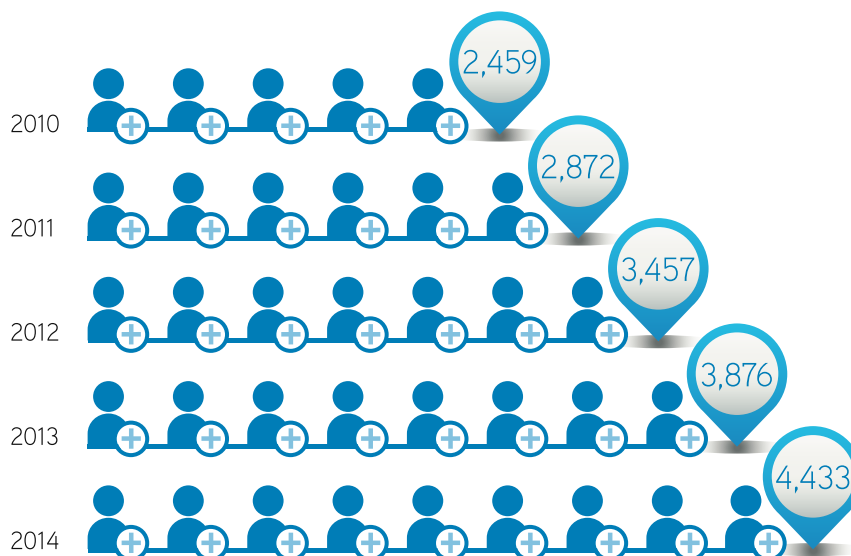
Overall Surplus / Deficit
(Figures are in terms of millions)



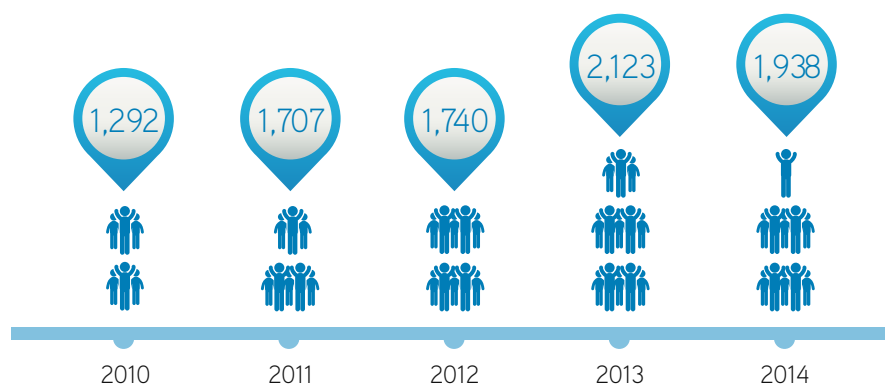
ENSURING SEAMLESS RE-ENTRY TO COMMUNITY



No. of employers registered

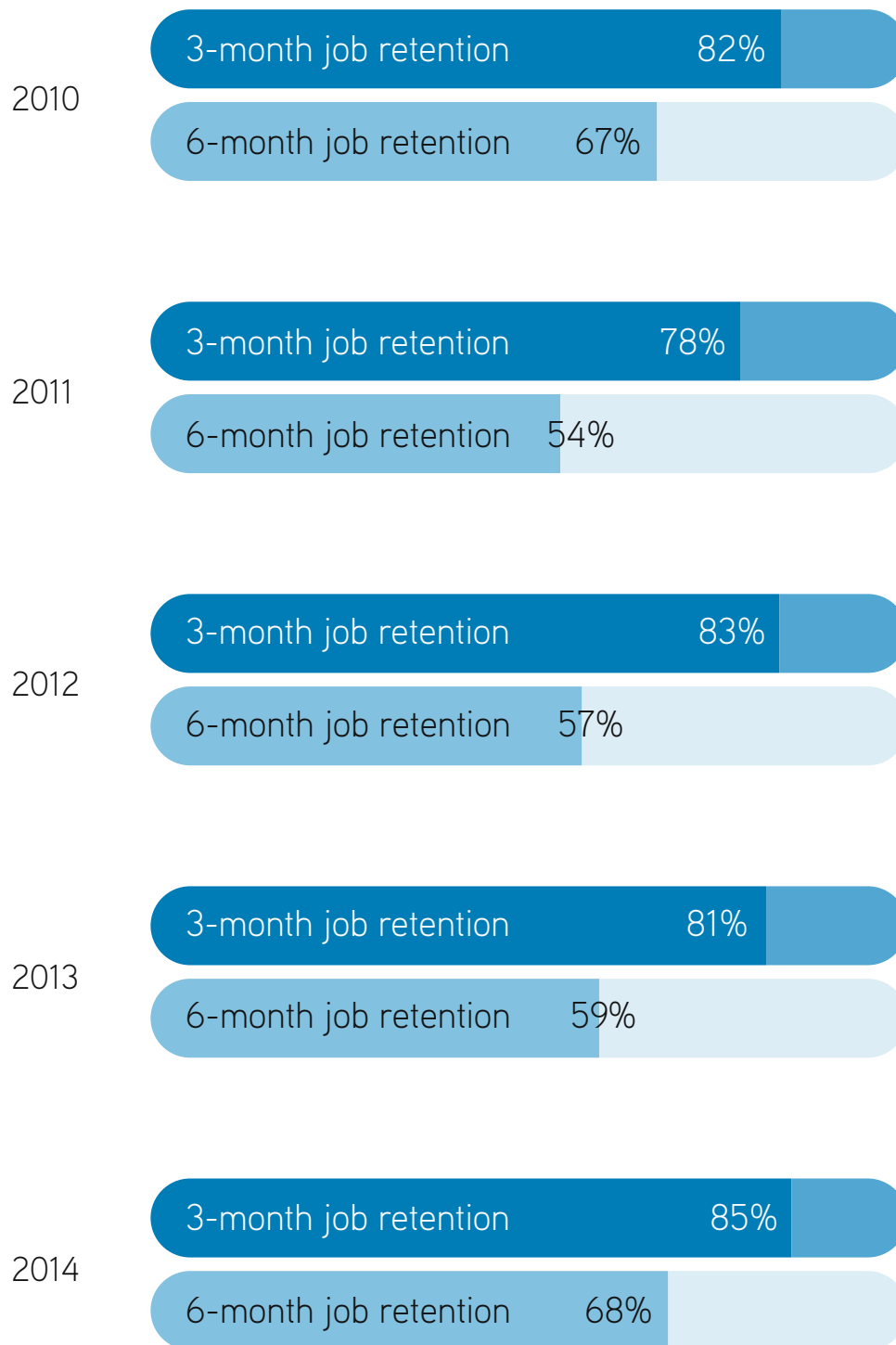


No. of inmates assisted with employment before release



Percentage of inmates securing jobs before release

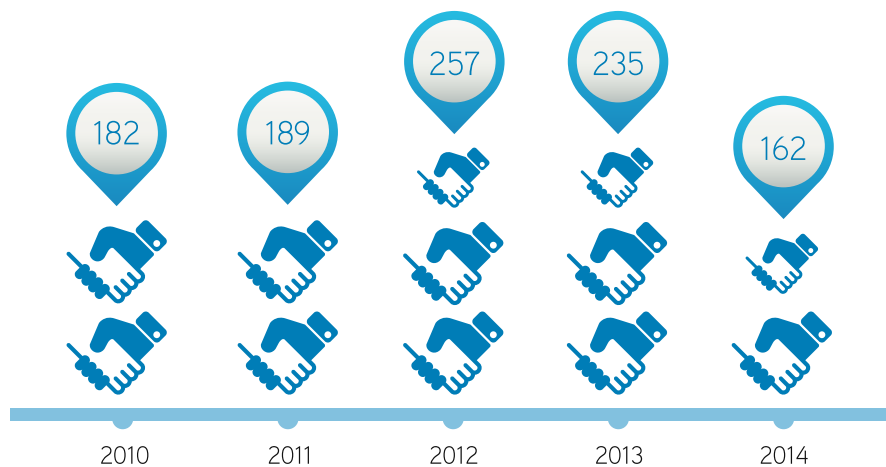




BUILDING A VIBRANT AFTERCARE COMMUNITY



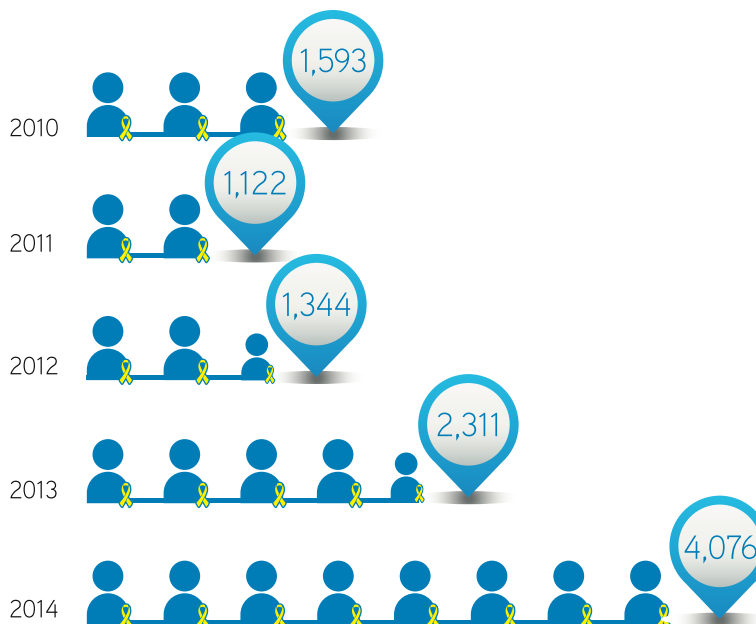
No. of Yellow Ribbon
Project community
partners engaged



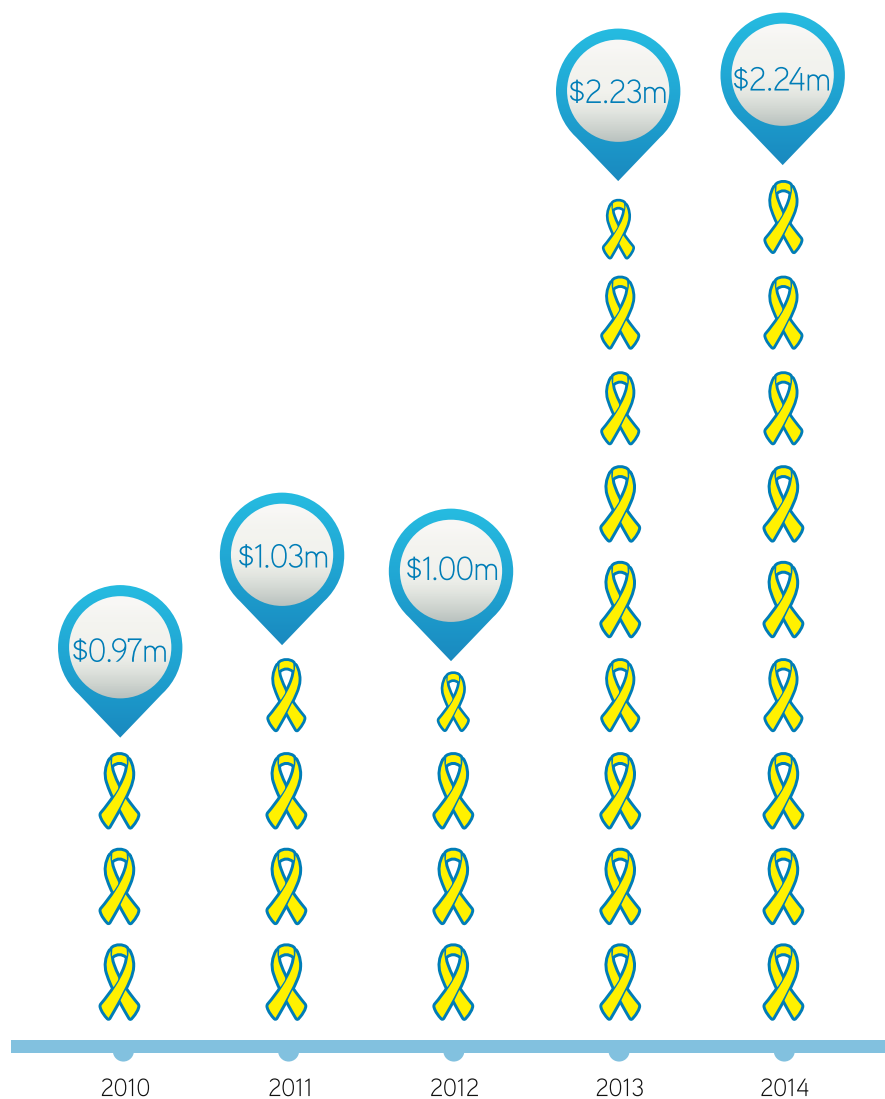
No. of programmes funded
by Yellow Ribbon Fund



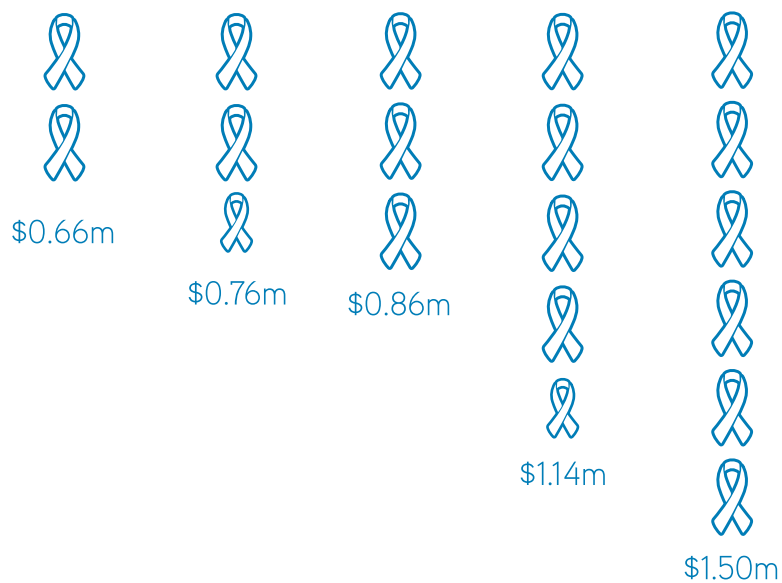
No. of beneficiaries of
Yellow Ribbon Fund



Yellow Ribbon
Fund raised



Yellow Ribbon
Fund disbursed



SINGAPORE CORPORATION OF REHABILITATIVE
ENTERPRISES (“CORPORATION”)
AND ITS SUBSIDIARY

FINANCIAL STATEMENTS

Financial year ended 31 December 2014

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KONG, LIM & PARTNERS LLP CHARTERED ACCOUNTANTS
Associated worldwide with JHI

STATEMENT BY THE BOARD

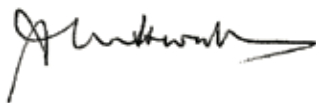
For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

In our opinion,

- (a) the accompanying financial statements of the Singapore Corporation of Rehabilitative Enterprises ("Corporation") and consolidated financial statements of the Group are properly drawn up in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) (the "Act") and Singapore Statutory Board Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Group and the Corporation as at **31 December 2014** and the results, changes in equity and cash flows of the Group for the financial year ended on that date;
- (b) proper accounting and other records have been kept; and
- (c) the receipts, expenditures, investment of moneys and the acquisition and disposal of assets by the Corporation during the financial year have been in accordance with the provisions of the Act.

On behalf of the Board,



Chng Hwee Hong

Chairman



Tan Poh Hong (Ms)

Chairperson

Audit & Risk Management Committee

Singapore

Date: **25 MAR 2015**

INDEPENDENT AUDITORS' REPORT TO THE CHAIRMAN OF SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

Report On The Financial Statements

We have audited the accompanying financial statements of Singapore Corporation of Rehabilitative Enterprises ("Corporation") and its subsidiary ("Group") set out on pages 4 to 31, which comprise the consolidated statement of financial position of the Group and statement of financial position of the Corporation as at 31 December 2014, and the consolidated statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Corporation for the financial year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) (the "Act") and Singapore Statutory Board Financial Reporting Standards ("SB-FRS"), and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud and error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements of the Group and the statement of financial position of the Corporation are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material aspects, of the state of affairs of the Group and the Corporation as at 31 December 2014, and the results, changes in equity and cash flows of the Group for the financial year ended on that date.

INDEPENDENT AUDITORS' REPORT TO THE CHAIRMAN OF SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

Report on Other Legal and Regulatory Requirements

Management's responsibility for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provision of the Act.

Auditors' Responsibility

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Opinion

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Corporation during the year are, in all material aspects, in accordance with provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all assets of the Corporation whether purchased, donated or otherwise.



KONG, LIM & PARTNERS LLP

Public Accountants and

Chartered Accountants

Singapore

Date: **25 MAR 2015**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

		The Group		The Corporation	
	Note	2014	2013	2014	2013
		S\$	S\$	S\$	S\$
OPERATING INCOME					
Funding from strategic partner		4,423,783	4,317,860	4,423,783	4,317,860
Leasing income	4	3,822,543	3,897,402	3,822,543	3,897,402
Miscellaneous		4,336	28,300	986	28,300
Sales of goods		3,308,976	3,066,027	3,308,976	3,066,027
Sales of services		30,049,619	30,109,958	30,049,619	30,109,958
		41,609,257	41,419,547	41,605,907	41,419,547
LESS: OPERATING EXPENSES					
		43,878,852	44,583,203	43,871,767	44,578,305
Operating deficit		(2,269,595)	(3,163,656)	(2,265,860)	(3,158,758)
NON-OPERATING INCOME					
Gain on disposal of property, plant and equipment		9,164	12,575	9,164	12,575
Income from investments	5	672,548	613,486	672,548	613,486
Interest income from bank deposits		82,863	116,350	82,863	116,350
Sponsorship from strategic partners		1,768,925	835,282	1,768,925	835,282
		2,533,500	1,577,693	2,533,500	1,577,693
LESS: NON-OPERATING EXPENSES					
Amortisation of investment in bonds		74,310	60,459	74,310	60,459
Consultancy fees (project)		99,425	59,599	67,452	6,255
		173,735	120,058	141,762	66,714
Non-operating surplus		2,359,765	1,457,635	2,391,738	1,510,979
Surplus/(deficit) for the year		90,170	(1,706,021)	125,878	(1,647,779)
OTHER COMPREHENSIVE SURPLUS					
Financial assets, available for sale					
Fair value gains		209,312	15,475	209,312	15,475
		209,312	15,475	209,312	15,475
TOTAL COMPREHENSIVE SURPLUS/ (DEFICIT)		299,482	(1,690,546)	335,190	(1,632,304)

CONSOLIDATED OPERATING EXPENDITURE STATEMENT

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

	Note	The Group		The Corporation	
		2014	2013	2014	2013
		S\$	S\$	S\$	S\$
Advertising		76,251	45,297	73,747	45,297
Allowance for doubtful debts		-	5,707	-	5,707
Audit fees		49,100	43,500	48,000	43,000
Board members' allowance		163,125	155,625	163,125	155,625
Depreciation of property, plant and equipment		1,043,580	1,268,388	1,043,580	1,268,388
Distribution costs		3,239,307	3,128,102	3,239,307	3,128,102
General office expenses		2,243,660	1,879,501	2,243,542	1,879,501
Grant, contributions and donations		21,180	267,494	21,180	267,494
Inmates earnings		2,328,500	2,427,211	2,328,500	2,427,211
Inmates training costs		3,962,830	3,933,102	3,962,830	3,933,102
Local transport		121,264	93,219	121,264	93,219
Maintenance of office and workshop		1,026,668	1,016,239	1,026,668	1,016,239
Manpower costs	6	13,316,905	13,378,667	13,316,905	13,378,667
Material / production costs		10,834,645	11,541,713	10,834,645	11,541,713
Office rental		307,302	321,800	307,302	321,800
Official entertainment		10,017	12,185	10,017	12,185
Other operating expenses		505,066	200,739	501,703	196,341
Property, plant and equipment written off		-	26,561	-	26,561
Provision for linen loss		132,144	133,272	132,144	133,272
Staff development		249,138	207,816	249,138	207,816
Staff welfare		469,838	335,026	469,838	335,026
Utilities		3,778,332	4,162,039	3,778,332	4,162,039
		43,878,852	44,583,203	43,871,767	44,578,305

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

		The Group		The Corporation	
	Note	2014	2013	2014	2013
		S\$	S\$	S\$	S\$
ASSETS					
Current assets					
Fixed deposits	7	1,000,000	4,600,000	1,000,000	4,600,000
Cash and cash equivalents	8	1,134,491	2,944,072	725,524	2,501,937
Held-to-maturity financial assets	9	1,357,157	500,000	1,357,157	500,000
Trade and other receivables	10	10,133,794	8,362,218	10,133,794	8,362,218
Inventories	11	584,348	638,503	584,348	638,503
Other current assets	12	112,298	207,548	112,298	207,425
		14,322,088	17,252,341	13,913,121	16,810,083
Non-current assets					
Held-to-maturity financial assets	9	13,920,197	14,601,664	13,920,197	14,601,664
Available-for-sale financial assets	13	3,323,092	3,113,780	3,323,092	3,113,780
Investment in a subsidiary	14	-	-	500,000	500,000
Property, plant and equipment	15	15,411,858	3,858,173	15,411,858	3,858,173
		32,655,147	21,573,617	33,155,147	22,073,617
Total assets		46,977,235	38,825,958	47,068,268	38,883,700
EQUITY AND LIABILITY					
Current liability					
Trade and other payables	16	9,433,442	9,605,455	9,430,525	9,604,955
Term loan	17	298,926	-	298,926	-
		9,732,368	9,605,455	9,729,451	9,604,955
Non-current liability					
Term loan	17	7,724,882	-	7,724,882	-
		7,724,882	-	7,724,882	-
Total liability		17,457,250	9,605,455	17,454,333	9,604,955
Equity					
Capital account	18	1,662,262	1,662,262	1,662,262	1,662,262
Fair value reserve	19	212,592	3,280	212,592	3,280
Accumulated surplus	20	27,645,131	27,554,961	27,739,081	27,613,203
		29,519,985	29,220,503	29,613,935	29,278,745
Total equity and liability		46,977,235	38,825,958	47,068,268	38,883,700

The accompanying accounting policies and explanatory notes form an integral part of the financial statements

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CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

	Capital account	Fair value reserve	Accumulated (deficit)/ surplus	Total
	S\$	S\$	S\$	S\$
THE GROUP				
Balance at 1 January 2013	1,662,262	(12,195)	29,260,982	30,911,049
Total comprehensive surplus/(deficit) for the year	-	15,475	(1,706,021)	(1,690,546)
Balance at 31 December 2013	1,662,262	3,280	27,554,961	29,220,503
Total comprehensive surplus for the year	-	209,312	90,170	299,482
Balance at 31 December 2014	1,662,262	212,592	27,645,131	29,519,985
THE CORPORATION				
Balance at 1 January 2013	1,662,262	(12,195)	29,260,982	30,911,049
Total comprehensive surplus/(deficit) for the year	-	15,475	(1,647,779)	(1,632,304)
Balance at 31 December 2013	1,662,262	3,280	27,613,203	29,278,745
Total comprehensive surplus for the year	-	209,312	125,878	335,190
Balance at 31 December 2014	1,662,262	212,592	27,739,081	29,613,935

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

	The Group	
	2014	2013
	S\$	S\$
Cash flows from operating activities		
Surplus/(deficit) for the year	90,170	(1,706,021)
Adjustments for:		
Depreciation of property, plant and equipment	1,050,395	1,279,056
Property, plant and equipment written off	-	26,561
Amortisation of bonds	74,310	60,459
Gain of sale of property, plant and equipment	(9,164)	(12,575)
Income from investments	(672,548)	(613,486)
Interest income from bank deposits	(82,863)	(116,350)
Operating surplus/(deficit) before changes in working capital	450,300	(1,082,356)
Change in operating assets and liabilities		
Trade and other receivables	(1,771,576)	(2,147,241)
Inventories	54,155	(80,034)
Other current assets	95,250	(13,296)
Trade and other payables	(172,013)	1,069,566
Cash generated (used in)/generated from operations	(1,343,884)	(2,253,361)
Net cash flows used in operating activities	(1,343,884)	(2,253,361)
Cash flows from investing activities		
Dividend income received	38,584	127,683
Interest income received	716,827	602,153
Proceeds from disposal of property, plant and equipment	-	18,326
Proceeds from disposal of held-to-maturity financial assets	750,000	1,000,000
Proceeds from disposal of available-for-sale financial assets	-	970,000
Purchase of bonds and investments	(990,836)	(6,033,000)
Purchase of property, plant and equipment	(12,604,080)	(1,282,989)
Net cash flows used in investing activities	(12,089,505)	(4,597,827)
Cash flows from financing activities		
Proceeds from loan	8,050,000	-
Repayment of loan	(26,192)	-
Withdrawal of fixed deposit	3,600,000	500,000
Net cash flows generated from financing activities	11,623,808	500,000
Net decrease in cash and cash equivalents	(1,809,581)	(6,351,188)
Cash and cash equivalents at beginning of financial year	2,944,072	9,295,260
Cash and cash equivalents at end of financial year (Note 8)	1,134,491	2,944,072

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. Corporate information

The main office of Singapore Corporation of Rehabilitative Enterprises (the "Corporation") established under the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298), is located at 407 Upper Changi Road North, 20km (within Prison HQ complex), Singapore 507658.

The principal activities of the Corporation are to rehabilitate and help reintegrate offenders to become responsible and contributing members of society.

The principal activities of its subsidiary are set out in Note 14.

2. Summary of significant accounting policies

2.1 Basis of preparation

The Corporation presents its financial statements in Singapore Dollars, which is also its functional currency. These financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and comply with Singapore Statutory Board Financial Reporting Standards ("SB-FRS"), including related Interpretations (Int SB-FRS) promulgated by the Accountant-General and the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298).

The preparation of financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Corporation's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

2.2 Changes in accounting policies

On 1 January 2014, the Corporation adopted all the new or revised SB-FRSs ("INT SB-FRS") and SB-FRS Guidance Notes that are mandatory for application from that date and relevant to its operations. Changes to the Corporation's accounting policies have been made as required, in accordance with the relevant transitional provisions in the respective FRS and INT FRS.

The adoption of these new or revised SB-FRSs, INT SB-FRSs and SB-FRS guidance notes do not result in any substantial change to the Corporation's accounting policies or any significant impact on these financial statements for the current or prior years except as discussed below.

SB-FRS 111 Joint Arrangements

The adoption of SB-FRS 111 has resulted in the Group having to revise its method of accounting for its joint arrangement. Investment in jointly controlled entity had been previously consolidated proportionately. Under SB-FRS 111, this arrangement is classified as joint operation and is to account for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with the SB-FRSs applicable to the particular assets, liabilities, revenues and expenses.

At the date of authorisation of these financial statements, the Corporation has considered and anticipated that any other SB-FRSs, INT SB-FRSs and amendments to SB-FRS that were issued but effective only in the future periods will not have a material impact on the financial statements of the Corporation in the period of their initial adoption.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

2. Summary of significant accounting policies (continued)

2.3 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Corporation and its subsidiary as at the statement of financial position date. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Corporation. Consistent accounting policies are applied to like transactions and events in similar circumstances.

In preparing the consolidated financial statements, transactions and balances between group entities are eliminated.

2.4 Currency translation

Functional and presentation currency

Items included in the financial statements of the Corporation are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Singapore Dollars, which is the Corporation's functional and presentation currency.

Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Currency translation gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the statement of financial position date are recognised in the statement of comprehensive income.

2.5 Revenue recognition

- (i) Income from services is taken into account when services have been rendered.
- (ii) Income from sale of goods under the industrial and workshop activities is recognised upon passing title to the customers which generally coincides with the delivery or acceptance.
- (iii) Interest income on bank deposits is recognised on an accrual basis.
- (iv) Dividend income is recognised when received and refund of dividend tax withheld is recognised upon the receipts of the Annual Dividend Statement or the subsidiary income tax certificates.

2.6 Employee benefits

Defined contribution plans

The Corporation makes contributions to the state provident fund (Central Provident Fund). Such contributions are recognised as employee compensation expenses in the same period as the employment that gave rise to the contributions.

Short-term compensated absences

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the statement of financial position date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

2. Summary of significant accounting policies (continued)

2.7 Leases

Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to the statement of comprehensive income on a straight-line basis over the years of the lease.

When an operating lease is terminated before the lease year has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the year in which termination takes place.

2.8 Grants

Government grants and contributions from other organisations for the establishment of the Corporation are taken to the capital account. Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Grants related to income are presented as a credit in profit or loss under operating and non-operating income.

2.9 Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances and fixed deposits which are subjected to insignificant risks of changes in value. Cash equivalents are stated at amounts which they are convertible into cash.

2.10 Financial assets

Classification

The Corporation classifies its financial assets in the following categories: held-to-maturity investments; loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the investments are acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every statement of financial position date, with the exception that the designation of financial assets at fair value through profit or loss is not revocable.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Corporation has the positive intention and ability to hold to maturity.

Held-to-maturity investments are recognised initially at fair value plus transaction costs, and subsequently carried at amortised cost using the effective interest method.

Loan and receivables

Loan and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Corporation provides money, goods or services directly to a debtor with no intention of trading the receivable. They are included in current assets, except for those maturing later than 12 months after the statement of financial position date, which are classified as non-current assets.

Loans and receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. Receivables with a short duration are not discounted.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

2. Summary of significant accounting policies (continued)

2.10 Financial assets (continued)

Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are presented as non-current assets unless management intends to dispose of the assets within 12 months after the statement of financial position date.

Available-for-sale financial assets are recognised initially at fair value plus transaction costs, and subsequently carried at fair value. Unrealised gains and losses arising from changes in fair value of these financial assets are recognised directly in the fair value reserve within equity.

When available-for-sale investments are sold or impaired, the accumulated fair value adjustments in the fair value reserve within equity is recognised in the consolidated statement of comprehensive income.

Recognition and derecognition

Financial assets are recognised on the statement of financial position when the Corporation becomes a contractual party to the contractual provisions of the financial instruments. Purchases and sales of investments are recognised on trade-date – the date on which the Corporation commits to purchase or sell the assets.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Corporation has transferred substantially all risks and rewards of ownership.

Determination of fair value

The fair values of quoted financial assets are based on bid price as at statement of financial position date. For quoted financial assets without an active market and for unquoted financial assets, the Corporation establishes fair value by using valuation techniques.

Impairment of financial assets

The Corporation assesses at each statement of financial position date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

Investments available-for-sale financial assets

A significant or prolonged decline in the fair value of an available for sale equity investment is considered in determining whether the investment is impaired. If any such evidence exists, the cumulative loss is measured as the difference between the acquisition cost and the current fair value, less any impairment loss previously recognised in the statement of financial position is removed from the fair value reserve within equity and recognised in the statement of financial position. The impairment losses recognised in the statement of financial position on equity investments are not reversed through the statement of comprehensive income until the equity investments are disposed.

If impairment loss has been recognised on debt instruments classified as available-for-sale and subsequent to the impairment recognition the fair value increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the statement of comprehensive income, the impairment loss shall be reversed, with the amount of the reversal recognised in the consolidated statement of comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

2. Summary of significant accounting policies (continued)

2.10 Financial assets (continued)

Impairment of loans and receivables and held-to-maturity investment

If there is objective evidence that an impairment loss on loans and receivables or held-to-maturity investments carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate (i.e. the effective interest rate computed at initial recognition of these financial assets). The carrying amount of the asset shall be reduced either directly or through the use of an allowance account. The amount of the loss shall be recognised in the consolidated statement of comprehensive income.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The amount of the reversal shall be recognised in the consolidated statement of comprehensive income.

2.11 Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. An allowance for impairment of trade receivables is established when there is objective evidence that the Corporation will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance is recognised in the consolidated statement of comprehensive income.

2.12 Inventories

Inventories from food services unit are carried at the lower of cost and net realisable value. Cost is determined on a weighted average basis. Net realisable value is estimated selling price less anticipated cost of disposal and after making allowance for damaged, obsolete and slow moving items.

Linen inventories purchased for the purpose of providing linen leasing services to hospitals are stated at cost determined on a weighted average basis. The cost of linen is amortised, on a first-in-first-out basis, over the period of useful life once it is put into circulation. The amortisation rates are as follow:

Towels	12 months
Other linen	18 months

2.13 Investment in a subsidiary

Investments in subsidiary are carried at cost less accumulated impairment losses in the Corporation's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in the statement of comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

2. Summary of significant accounting policies (continued)

2.14 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Corporation and the cost of the item can be measured reliably.

Property, plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any.

Any estimated costs of dismantling and removing the property, plant and equipment and reinstating the site to its original condition (reinstatement costs) are capitalised as part of the cost of the property, plant and equipment.

Depreciation of property, plant and equipment is calculated using a straight line method so as to write off the cost, less the residual value, of the assets over their estimated useful lives. The annual rates of depreciation are as follows:

Furniture, fixture and fittings

Furniture, fixtures and fittings	10 years
Computer software, hardware and equipment	3 years

Plant, equipment and machinery

Plant, equipment and machinery	8 to 10 years
Office equipment	3 years
Motor vehicles	5 years
Leasehold property	20.5 years

Property, plant and equipment costing less than S\$2,000 (2013: S\$500) each are charged to the income and expenditure statement in the year of purchase.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

The residual values, useful lives and depreciation methods of property, plant and equipment are reviewed, and adjusted as appropriate, at each statement of financial position date.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of assets is included in the statement of comprehensive income in the year the asset is derecognised.

2.15 Impairment of non-financial assets

The carrying amounts of the Corporation's non-financial assets subject to impairment are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's net selling price and its value in use. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life.

An impairment loss is charged to the statement of comprehensive income unless it reverses a previous revaluation, in which case, it will be charged to equity. An impairment loss is reversed if there has been a change in the estimate used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

2. Summary of significant accounting policies (continued)

2.16 Joint arrangement

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation.

The Group recognises in relation to its interest in a joint operation,

- (a) its share of the revenue from the sale of the output by the joint operation; and
- (b) its expenses, including its share of any expenses incurred jointly.

The Group accounts for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with the accounting policies applicable to the particular assets, liabilities, revenues and expenses.

2.17 Trade and other payables

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost, using the effective interest method.

2.18 Provision for other liabilities and charges

Provision are recognised when the Corporation has a present obligation (legal or constructive) as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made of the obligation.

3. Significant accounting judgments and estimates

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Corporation's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical judgments made in applying accounting policies

In the process of applying the Group's accounting policies, the management has been made certain judgments apart from those involving estimations, which have significant effect on the amounts recognised in the financial statements:

Allowance for bad and doubtful receivables

The impairment policy for bad and doubtful debts of the Corporation is based on the evaluation of collectability and ageing analysis of the accounts receivables and on management's judgement. A considerable amount of judgment is required in assessing the ultimate realisation of these receivables, including the current credit worthiness and the past condition of these customers were to deteriorate, resulting in an impairment of their ability to make payment, additional allowance will be required.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

3. Significant accounting judgments and estimates (continued)

3.1 Critical judgments made in applying accounting policies (continued)

Impairment of investments and financial assets

The Corporation follows the guidance of SB-FRS 39 in determining when an investment or financial asset is other-than-temporarily impaired. This determination requires significant judgement. The Corporation evaluates, among other factors, the duration and extent to which the fair value of an investment or financial asset is less than its cost; the financial health of and near-term business outlook for the investment or financial asset, including factors such as industry and sector performance, changes in technology and operational and financial cash flow.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements was prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Impairment of loans and receivables

The Group assesses at the end of each reporting year whether there is any objective evidence that a financial asset is impaired. To determine whether there is objective evidence of impairment, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics. The carrying amount of the Group's loans and receivables at the end of the reporting year is disclosed in Note 10 to the financial statements.

Depreciation on property, plant and equipment

The costs of property, plant and equipment are depreciated on straight-line basis over their estimated useful lives. Management's estimates of the useful lives of these property, plant and equipment are disclosed in note 2.14. Changes in the expected usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore, future depreciation charges could be revised. The carrying amount of property, plant and equipment and the depreciation charge for the year are disclosed in note 15 to financial statements.

4. Leasing income

These are charges for inmates services rendered to firms and use of industrial space under the Private Sector Participation Scheme.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

5. Income from investments

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Dividend income from equity shares	38,584	127,683	38,584	127,683
Interest from bonds	633,964	485,803	633,964	485,803
	672,548	613,486	672,548	613,486

6. Manpower costs

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Manpower cost allocation - funding from strategic partner	575,104	537,202	575,104	537,202
Central provident fund contributions	1,361,142	1,600,389	1,361,142	1,600,389
Salaries, wages and bonuses	11,380,659	11,241,076	11,380,659	11,241,076
	13,316,905	13,378,667	13,316,905	13,378,667

7. Fixed deposits

All fixed deposits with financial institution mature within twelve months and bear interest at 1.10% to 1.18% (2013: 1.10% to 1.15%) per annum at statement of financial position date.

8. Cash and cash equivalents

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Cash at bank and with AGD	1,134,491	2,944,072	725,524	2,501,937

At the statement of financial position date, the carrying amounts of cash and cash equivalents are denominated in Singapore Dollar and approximate their fair value.

Cash with Accountant-General's Department (AGD):

(a) Cash with the AGD refers to cash that are managed by AGD under Centralised Liquidity Management (CLM) as set out in the Accountant-General's Circular No. 4/2009 – Centralised Liquidity Management for Statutory Boards and Ministries.

(b) Cash with AGD und CLM are placed with high credit quality financial institutions.

(c) The interest rate of cash with AGD is from 0.60% to 0.81% (2013: 0.57% to 0.67%) based on interest earned to the average cash balance.

(d) A 50 basis points change in interest rates for Cash with AGD would not have a material impact on the net surplus for the year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

9. Held-to-maturity financial assets

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Quoted bonds at amortised cost:				
Maturing within 1 year	1,357,157	500,000	1,357,157	500,000
Maturing after 1 year	13,920,197	14,601,664	13,920,197	14,601,664
	15,277,354	15,101,664	15,277,354	15,101,664

The fair values of the bonds at the statement of financial position date are as follows:

Quoted bonds	16,104,542	15,315,061	16,104,542	15,315,061
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The Government Securities bear interest ranging from 1.52% to 4.17% (2013: 1.52% to 4.17%) per annum with maturity dates ranges from 9 May 2016 to 18 March 2021 (2013: 8 October 2014 to 18 March 2021).

The Corporation Securities bear interest ranging from 1.875% to 4.4% (2013: 1.875% to 5.6%) per annum with maturity dates ranges from 29 November 2015 to 1 April 2021 (2013: 25 November 2015 to 1 April 2021).

10. Trade and other receivables

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Trade receivables: - third party	3,590,360	4,617,593	3,590,360	4,617,593
Accrued receivables	2,148,045	2,203,326	2,148,045	2,203,326
Allowance for doubtful debts:				
Balance brought forward	(2,157)	(118,273)	(2,157)	(118,273)
Bad debts expense	-	(2,157)	-	(2,157)
Bad debts written off against allowance	2,157	118,273	2,157	118,273
Balance carried forward	-	(2,157)	-	(2,157)
Trade receivables - net	5,738,405	6,818,762	5,738,405	6,818,762
Non trade receivables	4,136,069	1,326,013	4,136,069	1,326,013
Interest receivables	259,320	217,443	259,320	217,443
Total trade and other receivables	10,133,794	8,362,218	10,133,794	8,362,218
Add: Cash and cash equivalents (Note 8)	1,134,491	2,944,072	725,524	2,501,937
Add: Deposits (Note 12)	17,600	1,400	17,600	1,400
Total loans and receivables	11,285,885	11,307,690	10,876,918	10,865,555

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

10. Trade and other receivables (continued)

Concentrations of credit risk with respect to trade receivables are limited due to the Corporation's large number of customers who are covering a large spectrum of industries and having a variety of end markets in which they sell. Due to these factors, management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Corporation's trade receivables.

The carrying amounts of current trade and other receivables approximate their fair value.

Trade receivables are non-interest bearing and are generally on 30 days' terms.

Trade and other receivables are denominated in Singapore Dollars.

11. Inventories

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Inventories carried at cost:				
Raw materials	137,725	163,568	137,725	163,568
Linen	446,623	474,935	446,623	474,935
	<u>584,348</u>	<u>638,503</u>	<u>584,348</u>	<u>638,503</u>

12. Other current assets

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Deposits	17,600	1,400	17,600	1,400
Prepayments	94,698	206,148	94,698	206,025
	<u>112,298</u>	<u>207,548</u>	<u>112,298</u>	<u>207,425</u>

The carrying amounts of other current assets are denominated in Singapore Dollars.

The carrying amounts of other current assets approximate their fair values at the statement of financial position date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

13. Available-for-sale financial assets

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Beginning of financial year	3,113,780	3,068,305	3,113,780	3,068,305
Add: Purchase of financial asset, available-for-sale	-	1,000,000	-	1,000,000
Fair value gain recognised in equity	209,312	15,475	209,312	15,475
Disposal/redemption	-	(970,000)	-	(970,000)
End of financial year	3,323,092	3,113,780	3,323,092	3,113,780

14. Investment in a subsidiary

	The Corporation	
	2014	2013
	S\$	S\$
Beginning of financial year	500,000	10,000
Add: Purchase of shares in subsidiary	-	490,000
End of financial year	500,000	500,000

Details of the subsidiary are as follows:

Name of subsidiary	% of ownership	Country of business/incorporation	Principal activities
YR Industries Pte Ltd*	100%	Singapore	Laundry and employment agency

*Audited by Kong, Lim & Partners LLP

The subsidiary was incorporated on 29 August 2012. There were no operating activities from its incorporation up to statement of financial position date. However, there were some consultancy fees incurred for the development of laundry related projects.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

15. Property, plant and equipment

	Furniture, fixtures and fittings	Plant, equipment and machinery	Motor vehicles	Leasehold property	Total
	S\$	S\$	S\$	S\$	S\$
The Group and Corporation					
Cost					
At 1 January 2013	3,185,249	19,723,165	71,170	-	22,979,584
Additions	18,637	1,264,352	-	-	1,282,989
Disposals	-	(166,750)	-	-	(166,750)
At 31 December 2013	3,203,886	20,820,767	71,170	-	24,095,823
Additions	-	764,480	-	11,839,600	12,604,080
Disposals	-	-	-	-	-
At 31 December 2014	3,203,886	21,585,247	71,170	11,839,600	36,699,903
Accumulated depreciation					
At 1 January 2013	2,503,881	16,517,981	71,170	-	19,093,032
Depreciation charge	301,215	977,841	-	-	1,279,056
Disposals	-	(134,438)	-	-	(134,438)
At 31 December 2013	2,805,096	17,361,384	71,170	-	20,237,650
Depreciation charge	169,249	815,467	-	65,679	1,050,395
Disposals	-	-	-	-	-
At 31 December 2014	2,974,345	18,176,851	71,170	65,679	21,288,045
Net book value					
At 31 December 2013	398,790	3,459,383	-	-	3,858,173
At 31 December 2014	229,541	3,408,396	-	11,773,921	15,411,858

Asset pledged as security

As at 31 December 2014, the Group's leasehold property with a carrying amount of S\$11,773,921 (2013: Nil) is mortgaged to secure the Group's bank loan (Note 18).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

15. Property, plant and equipment (continued)

The details of the depreciation charge is as follows:

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Depreciation of property, plant in equipment in operating expenditure statement	1,043,580	1,268,388	1,043,580	1,268,388
Depreciation of plant and equipment with joint operation	6,815	10,668	6,815	10,668
	1,050,395	1,279,056	1,050,395	1,279,056

16. Trade and other payables

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Trade payables	2,360,931	3,349,015	2,360,931	3,349,015
Non trade payables	99,359	345,705	99,359	345,705
Accruals	6,242,552	5,499,329	6,239,635	5,498,829
Deposits received	702,884	383,690	702,884	383,690
Others	27,716	27,716	27,716	27,716
	9,433,442	9,605,455	9,430,525	9,604,955

The carrying amounts of trade and other payables approximate their fair value at the statement of financial position date.

Trade payables are non-interest bearing and are generally on 30 days' terms.

Other payables are unsecured, non-interest bearing and are normally settled on demand.

Trade and other payables are denominated in Singapore Dollars.

17. Long term loan

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Repayable within 12 months	298,926	-	298,926	-
Repayable after 12 months	7,724,882	-	7,724,882	-
	8,023,808	-	8,023,808	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

17. Long term loan (continued)

On 18 November 2014, the Corporation entered into a mortgage loan with a financial institution, which is secured by the Group's leasehold property with a carrying amount of S\$11,773,921 (Note 16).

As at 31 December 2014, the loan payable to the financial institution amounting to S\$8,023,808 is repayable between 1 January 2015 and 30 September 2032 and bears interest at 1.80% per annum. On the second year, the interest is fixed at 1.98% per annum. On the third year, the interest is at 1.75% per annum below the financial institution's prevailing Commercial Property Rate (CPR). Thereafter, the interest is at 1.52% per annum below the financial institution's prevailing CPR.

18. Capital account

This amount represents the value of assets amounting to S\$1,443,262 taken over from the former Prison Industries and capital grants of S\$218,000 received from the Singapore Government for the establishment of the Corporation. In financial year 2009, the Corporation received S\$1,000 from the Minister for Finance as capital injection.

19. Fair value reserve

Fair value reserve records the cumulative fair value changes of available for sale financial assets until they are derecognised or impaired.

Details are as follows:

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Beginning of the year	3,280	(12,195)	3,280	(12,195)
Gains during the year	209,312	15,475	209,312	15,475
End of the year	212,592	3,280	212,592	3,280

20. Accumulated surplus

	The Group		The Corporation	
	2014	2013	2014	2013
	S\$	S\$	S\$	S\$
Beginning of the year	27,554,961	29,260,982	27,613,203	29,260,982
Surplus/ (deficit) during the year	90,170	(1,706,021)	125,878	(1,647,779)
End of the year	27,645,131	27,554,961	27,739,081	27,613,203

Of the S\$27,645,131 (2013: S\$27,554,961) in the accumulated surplus, S\$16,108,504 (2013: S\$4,704,224) has been utilised for the purchase of fixed and other non-liquid assets or committed for future projects.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

21. Contingent liabilities

As at the statement of financial position date, the Corporation has bankers' guarantee which have not been provided for in the financial statements.

	The Corporation	
	2014	2013
	S\$	S\$
Bankers' guarantees issued on behalf of third parties	267,009	265,869
Bankers' guarantees in respect of service contracts	180,375	180,375
	447,384	446,244

22. Joint operations

As at statement of financial position date, the Corporation has the following joint operations with the following companies:

- a) NTUC FoodFare Co-operative Ltd (NFC), of which the Corporation has 70% proportion in Kitchen and 40% proportion in Buns;
- b) CLF Express Pte Ltd

The above joint ventures were designed to facilitate the daily operational needs of the Corporation.

The aggregate amounts of income and expenses related to the Group's interests in the joint operations are as follows:

	The Group	
	2014	2013
	S\$	S\$
Sales	12,061,967	12,192,972
Less: A&P	930	1,080
Cost of sales	133,191	96,576
Depreciation on plant and equipment	15,902	24,893
Direct material	7,962,821	8,260,216
Distribution cost	42,164	36,000
Direct labour	114,738	99,376
Maintenance of PEM/Premises	30,588	27,126
Manpower	910,135	863,672
Other expenses	90,384	66,604
Rental	44,680	34,160
Utilities	35,304	34,172
	9,380,837	9,543,875
Operating profit	2,681,130	2,649,097
Operating profit – Kitchen	2,640,556	2,630,282
Operating profit – Buns	40,574	18,815
	2,681,130	2,649,097

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

23. Financial risk management objectives and policies

The main risks arising from the Corporation's financial statements are credit risk, interest rate risk, liquidity risk and equity price risk. The Corporation's management reviews and agrees on policies for managing each of these risks and they are summarised below:

Credit risk

Credit risk arising from the inability of the counterparty to meet the terms of the Corporation's financial contracts is generally limited to the amounts, if any, by which the counterparty's obligations of the Corporation. It is the Corporation's policy to enter into financial instruments with a diversity of creditworthy counterparties. Therefore, the Corporation does not expect to incur any material losses on its risk management or other financial instruments.

The carrying amount of trade and other receivables, other current assets, investment securities, fixed deposits and cash and bank balances represent the Corporation's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk. Surplus are placed with reputable banks and/or invested in equity shares and bonds.

The Corporation determines concentrations of credit risk by monitoring the business segment profile of its trade receivables on an on-going basis. The credit risk concentration profile of the Corporation's trade receivables by business segments at the statement of financial position date is as follows:

	The Corporation	
	2014	2013
	S\$	S\$
By business segments Leasing	882,487	933,063
Sub-contracting	780,999	720,101
Bakery	394,611	714,192
Food services	621,890	2,044,643
Laundry	2,480,437	2,136,141
Transit centre	216,445	252,909
Others	361,535	17,713
	<u>5,738,404</u>	<u>6,818,762</u>

The Corporation has trade receivables that are past due but not impaired

Of this outstanding amount, S\$1,054,320 (2013: S\$1,586,684) are owed by institutional clients and hospitals or covered by a Banker's Guarantee (BG). The analysis of their aging as at statement of financial position date is as follows:

	The Corporation	
	2014	2013
	S\$	S\$
Past due 0 to 30 days	687,613	972,010
Past due 31 to 90 days	362,941	490,252
Past due more than 90 days	3,766	124,422
	<u>1,054,320</u>	<u>1,586,684</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

23. Financial risk management objectives and policies (continued)

Financial assets that are impaired

The carrying amount of trade receivables individually determined to be impaired as at the statement of financial position date is Nil (2013: S\$2,157). The movements in the related allowance for impairment are disclosed in note 11 to the financial statements.

	The Corporation	
	2014	2013
	S\$	S\$
Trade receivables – gross amount	-	2,157
Less: Allowance for impairment	-	(2,157)
	-	-

Trade receivables that are individually determined to be impaired at the statement of financial position date relate to debtors that are in significant financial difficulties and have defaulted on payments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Corporation's financial instruments will fluctuate because of changes in market interest rate. The Corporation is minimally exposed to interest rate risk on its loan with financial institution and interest-earning bank deposits. The Corporation has cash balances placed with reputable banks and financial institutions which generate interest income for the Corporation. The Corporation manages its interest rates risks by placing such balances on varying maturities and interest rate terms.

The interest rates and terms of maturity of financial assets of the Corporation are disclosed in the notes to the financial statements except for the bank balances.

Liquidity risk

In the management of liquidity risks, the Corporation monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Corporation's operations and mitigate the effects of fluctuation in cash flows. Trade and other liabilities are due and payable less than 1 year at the statement of financial position date.

Price risk

At the statement of financial position date, the Corporation has investments in quoted shares and bonds, which are subject to equity price risks as the market values of these investments are affected by changes in market prices. The Corporation manages its exposure to equity price risks by maintaining portfolio of equities and bonds with different risk profiles. These amounts are managed by the Investment & Finance Committee of the Corporation.

Sensitivity analysis

A 10% increase/(decrease) in the underlying bonds prices at the statement of financial position date would increase/(decrease) equity by the following amount:

	The Corporation	
	2014	2013
	S\$	S\$
Financial assets, available-for-sale	332,309	311,378

This analysis assumes that all other variables remain constant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2014

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

24. Related party transactions

The following transactions took place between the Corporation and related party during the financial year:

Key management's remuneration and allowance

Key management personnel compensation is as follows:

	The Corporation	
	2014	2013
	S\$	S\$
(i) Board members' allowance	163,125	155,625
(ii) Other key management members' remuneration	1,030,200	970,317
Short-term employee benefits		
	<u>1,193,325</u>	<u>1,125,942</u>

25. Capital management

The primary objective of the Corporation is to safeguard its ability to continue as a going concern and to maintain an optimal capital structure. The Corporation monitors its cash flow, debt maturity profile, cost of funds and overall liquidity position on a continuous basis.

The Corporation is not subject to externally imposed capital requirements and there were no changes to the Corporation approach to capital management during the year ended 31 December 2014 and 2013.

26. Comparative figures

Certain comparative figures in the financial statements have been reclassified to conform with the current year's presentation.

27. Authorisation of financial statements for issue

The financial statements for the year ended 31 December 2014 were authorised for issue in accordance with a resolution of the directors on Date of Report.

PARTNER US

Area of Interest	Contact Person	Contact No.	Email Address
Sponsorship of Offenders' Training	Ms Juliana Abd Khalik	6214 2820	Juliana_Abd_Khalik@score.gov.sg
Employment of Ex-offenders	Mr John Low	6513 1534	John_low@score.gov.sg
Laundry and Linen Leasing Services	Mr Cher Choon Hing	6513 1617 9787 2443	Cher_choon_hing@score.gov.sg
Food Catering & Bakery Services	Ms Paulin Chua	6214 2847 9722 1191	Sales@score.gov.sg
Business Outsourcing and Industrial Space Leasing	Ms Puah Ping Hui	6513 1685 9689 1941	Sales@score.gov.sg
Collaboration with Yellow Ribbon Project/ Yellow Ribbon Fund	Mr Koh Shukai	6214 2867	Koh_shukai@score.gov.sg



Singapore Corporation of Rehabilitative Enterprises (SCORE)
407 Upper Changi Road North 20km (within Prison HQ Complex) Singapore 507658
website: www.score.gov.sg • email: SCORE_Contact_Us@score.gov.sg